



County of San Diego

CAO Proposed Operational Plan Fiscal Years 2005-2006 & 2006-2007

Board of Supervisors

First District	Greg Cox
Second District	Dianne Jacob
Third District	Pam Slater-Price
Fourth District	Ron Roberts
Fifth District	Bill Horn

Walter F. Ekard
Chief Administrative Officer

Donald F. Steuer
Chief Financial Officer

"Supporting Kids, the Environment, and Safe & Livable Communities"



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July 1, 2004

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for the Annual Budget beginning July 01, 2004. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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County of San Diego

County of San Diego

Board of Supervisors

Message from the Chief Administrative Officer

Organizational Chart

San Diego County Profile

Excellence in Governing

CAO Proposed Operational Plan - Overview

All Funds: Total Appropriations

All Funds: Total Staffing

All Funds: Total Revenues

Summary of General Fund Financing Sources

General Purpose Revenues

Capital Projects

Projected Reserves and Resources

Long- and Short-Term Financial Obligations

Credit Rating and Long-Term Obligation Policy

Financial Planning Calendar

Summary Of Related Laws, Policies, and Procedures

County of San Diego Budget Documents

Board of Supervisors

Pam Slater-Price
District 3
Chair



Bill Horn
District 5
Vice Chair



Greg Cox District 1



Dianne Jacob District 2



Ron Roberts District 4



Message from the Chief Administrative Officer



The Proposed County of San Diego Operational Plan for Fiscal Years 2005-2007 presented for consideration in this document builds on our organization's past accomplishments and existing strengths, while continuously striving to improve and meet the future needs of San Diego County residents.

In some ways, this proposed Operational Plan is similar to County budgets adopted in past years. For example, I'm proud to say that this proposed Operational Plan is, as it has been in past years, structurally-balanced. It maintains the key business disciplines of our General Management System and continues to deliver vital services to County residents.

In other ways, it is quite different from anything we have done in the past. This year, more than ever before, we will connect the services we provide with the public that uses them -- engaging our customers and stakeholders in a dialogue that will make our operations better - more efficient, better focused and better understood.

This year we're going to focus on what is happening in the lives of our citizens rather than what is happening to us. In this year's Operational Plan, you will see each department commit to measure their performance in terms of outcomes - how we affect people's lives - rather than the activities we perform.

Although we routinely look for process improvement areas, over the next 18 months, we are undertaking three major re-engineering initiatives focused on improving the speed and quality of service delivery -- redesigning the County's land use and business permit processes, implementing a mobile strategy for health care professionals who work in the field and streamlining our accounting functions. These initiatives represent an enterprise-wide commitment to transparency, accountability and an honest effort to remain focused on our customers' needs. As we navigate challenging times, we will continue to identify ways to provide more services with fewer dollars at a faster speed with a higher level of quality.

It is still important to note that County government is and always will be impacted by the dictates, successes and failures of the Federal and State governments. With the State's fiscal crisis still unresolved, we must be prepared for future cuts and aggressively protect our revenues. But, while we cannot and will not ignore the State's impact on us, we also cannot afford to let it define us - or to let it define our services, our expectations or our relationship with our residents.



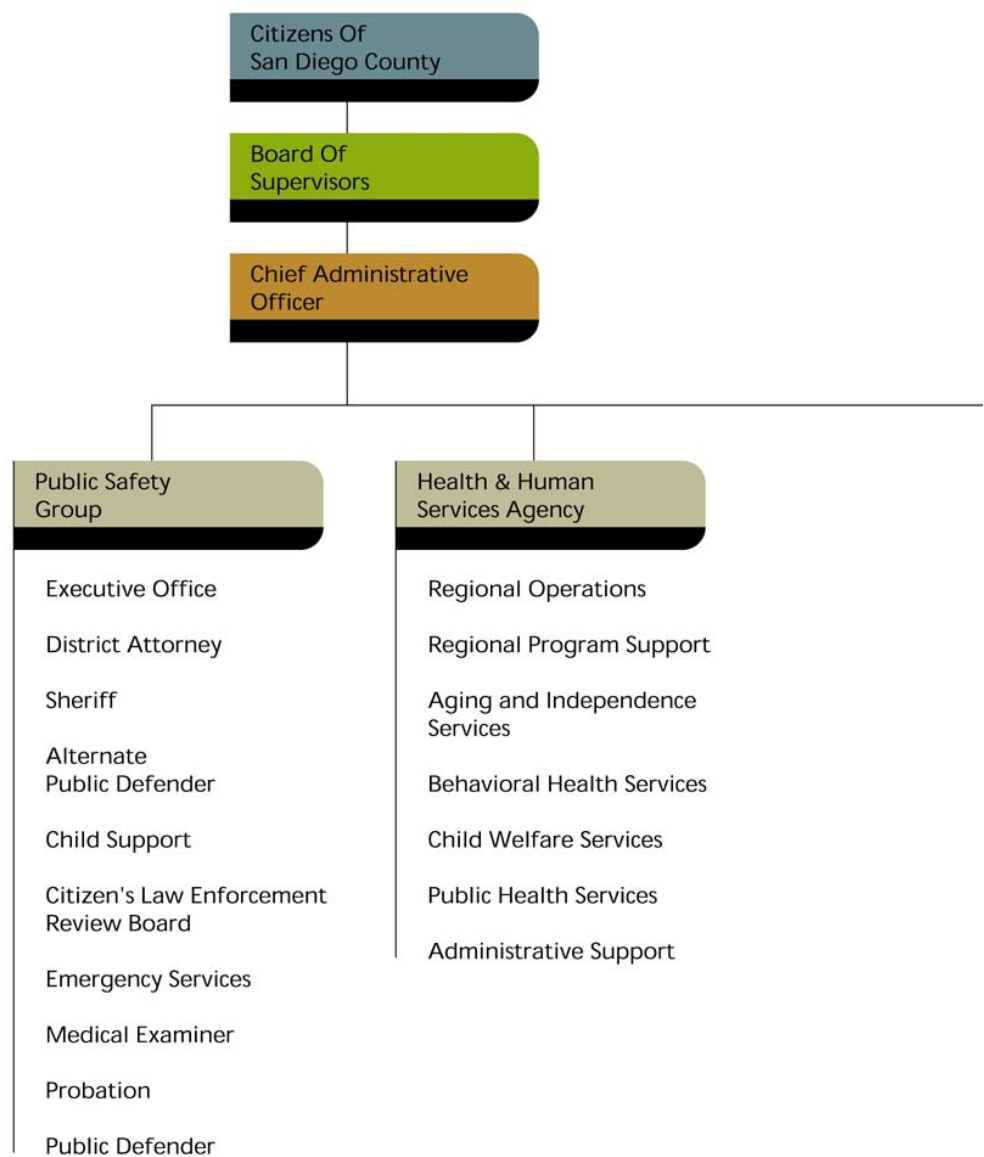
Message from the Chief Administrative Officer

This Proposed Operational Plan reflects our commitment to maintaining a solvent, responsive and efficient County government that provides superior services to the residents of San Diego County. We will improve opportunities for kids. We will preserve and protect the environment. We will promote safe and livable communities. And we will do all these things in partnership with the communities we are here to serve.

A handwritten signature in black ink that reads "Walter Ekard".

Walter F. Ekard, Chief Administrative Officer

Organizational Chart





Organizational Chart



San Diego County Profile

County History & Geography

San Diego County became the first of California's original 27 counties on February 18, 1850, shortly after California became the 31st State in the Union, and San Diego County functions under a Charter adopted in 1933, including subsequent amendments. At the time of its creation, San Diego County comprised much of the southern section of California. The original County boundaries included San Diego, along with portions of what are now Imperial, Riverside, San Bernardino, and Inyo counties.

The original territory of nearly 40,000 square miles was gradually reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,255 square miles, extending 70 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border.

Juan Rodriguez Cabrillo discovered the region that eventually became San Diego on September 20, 1542. Although he named the area San Miguel, it was renamed 60 years later by Spaniard Don Sebastian Vizcaino. He chose the name San Diego in honor of his flagship and his favorite saint, San Diego de Alcalá.

San Diego County enjoys a wide variety of climate and terrain, from coastal plains and fertile inland valleys to mountain ranges and the Anza-Borrego Desert in the east. The Cleveland National Forest occupies much of the interior portion of the County. The climate is equable in the coastal and valley regions where most resources and population are located. The average annual rainfall is only 10 inches, so the County is highly reliant on imported water.

County Population

San Diego County is the southernmost major metropolitan area in the State of California. The preliminary estimate by the State of California Department of Finance of the

County's population as of January 2005 is 3,060,000, an increase of approximately 1.4% over January 2004, making it the third largest county by population in California. Because the official estimates for January 2005 will not be available until after the publication of this document, the January 2004 data is shown in the table below.

City	January 1, 2004
Carlsbad	93,000
Chula Vista	209,340
Coronado	26,450
Del Mar	4,560
El Cajon	97,600
Encinitas	62,600
Escondido	140,500
Imperial Beach	27,800
La Mesa	56,000
Lemon Grove	25,600
National City	57,000
Oceanside	173,300
Poway	50,600
San Diego	1,294,000
San Marcos	67,400
Santee	54,000
Solana Beach	13,450
Vista	94,000
Unincorporated	470,000
Total	3,017,200

The regional population forecast for 2030 is estimated at 3.9 million according to the San Diego Association of Governments (SANDAG). San Diego County's racial and ethnic composition is as diverse as its geography. According to a projection by the State Dept. of Finance (May 2004)



San Diego's population breakdown in 2010 will be 46% White; 34% Hispanic; 12% Asian; 7% Black; and 1% all other groups.

Governmental Structure

A five-member Board of Supervisors elected to four-year terms in district, nonpartisan elections governs the County. There are 18 incorporated cities in the County and a large number of unincorporated communities. The County provides a full range of public services, including public

assistance, police protection, detention and correction, health and sanitation, recreation, and others. These services are provided by five Agency/Groups, that are headed by General Managers [Deputy Chief Administrative Officers (DCAOs)], who report to the Chief Administrative Officer (CAO). Within the Groups, there are four departments that are headed by elected officials - District Attorney and Sheriff (Public Safety Group) and the Assessor/Recorder/County Clerk and Treasurer-Tax Collector (Finance and General Government Group).

Sources: SANDAG - San Diego's Regional Planning Agency and the California Department of Finance

Excellence in Governing

Mission:

To provide the residents of San Diego County with superior County services in terms of quality, timeliness and value in order to improve the region's Quality of Life.

Vision:

A County Government that has earned the respect and support of its residents.

Recognitions of Excellence

Throughout the previous fiscal year (Fiscal Year 2004-2005), a wide variety of County of San Diego programs were recognized for excellence by community and professional organizations. The awards listed below illustrate how the County has used its commitment to excellent customer service, continuous improvement, community partnerships and use of technology to create programs that have been recognized statewide and nationally for innovation and excellence. More than anything, we strive to offer programs that improve the lives of San Diego County residents in ways that are relevant and measurable. We are proud that our leadership in these areas has been recognized by the following groups:

- In 2004, 29 County of San Diego programs were selected for Achievement Awards by the National Association of Counties (NACo). Of the 106 U.S. counties receiving recognition, San Diego County received the second highest number of awards given to any county.
- The County of San Diego was one of only ten California counties to receive a prestigious Challenge Award from the California State Association of Counties (CSAC) in 2004, winning for its Risk Mitigation and Litigation Program.
- The County of San Diego ranked #1 on a list of the nation's most digital-savvy counties, according to the 2004 Digital Counties Survey, which examined how county governments use information technology to deliver services to citizens. The nationwide survey was conducted jointly by the Center for Digital Government, the National Association of Counties (NACo), and Government Technology magazine.
- County Television Network (CTN), the local government access channel for the County of San Diego, was awarded four Emmy awards by the National Association of Television Arts and Sciences/Pacific

Southwest Chapter, for programming excellence and also received first place for Overall Excellence in 2004 by the States of California and Nevada Chapter / National Association of Telecommunications Officers and Advisors (SCAN NATOA).

- The San Diego County Taxpayers' Association (SDCTA) awarded their 2004 Regional Golden Watchdog Award to the San Diego County District Attorney for the District Attorney's Elder Abuse Program, with the County's "Public Purchasing: Changing Times, Changing Ways" program named a finalist in the same category.

Other recognitions of excellence received by San Diego County that highlight the County's progress in meeting its strategic goals include:

Strategic Initiative - Improving Opportunities for Kids

- **Congress of History - 2005 Award of Merit** to Los Penasquitos County Park for the "La Vida del Rancho" School Program that teaches fourth grade students about early nineteenth century San Diego ranch life.
- **National Association of Counties (NACo) - 2004 Achievement Awards**
 - Emancipated Foster Youth Transitional Housing Program - rental assistance to former foster youth between the ages of 18-21.
 - The Virtual Teen Experience - County Library program designed to focus attention on customer service to adolescents.
 - East Region Way Station - emergency foster homes while regional placement is obtained.
- **National Association of Counties (NACo) 2005 Acts of Caring Award** - San Diego County's Health and Human Services Agency for its "Volunteering to Fill Health Care Gaps" program: a collaboration with public and private



dental health providers to meet the dental health needs of children in low-income families. Only three Acts of Caring Awards were given nationwide.

- **The Performance Institute - 2004 Innovations in Public-Private Partnerships** - California Work Opportunity and Responsibility to Kids (CalWORKS) and the Child Assessment Network North (CANN).
- **Child Support Directors Association of California (CSDA)** honored Child Support Services as the *2004 Top Agency* in the State of California in three of five federal standard performance categories.
- **National Association of Telecommunications Officers and Advisors (NATOA) - 2004 Government Programming Award Winners** to County Television Network (CTN) in the *Children/Young Adults* category: Bullying.

Strategic Initiative - Protect the Environment

- The San Diego Regional Energy Office and the San Diego Chamber of Commerce recognized the County of San Diego with their "*San Diego Excellence in Energy*" Award, known as the *SANDEE*, for incorporating solar power and other improvements into building projects, saving energy and taxpayer dollars.
- **NACo - 2004 Achievement Awards**
 - Assistance to Maricopa County: Providing Analysis of Ambient Hydrocarbon Samples.
 - Air Pollution Control District (APCD) Title V Federal Operating Permit Program.
 - Strategic Acquisition Planning Geographic Information System (GIS) Mapping Model.
- **NATOA - 2004 Government Programming Award Winners** to CTN for *Innovative Program*: Down to Earth.
- **California State Association of Counties (CSAC) - 2004 Merit Awards**

- Lawnmower Emissions Reduction Program.

- **Strategic Acquisition Planning Geographic Information System (GIS) Mapping Model** - a state-of-the-art GIS modeling system to identify grants to protect environmental resources, and expand parks and recreation programs.
 - **NACo - 2004 Achievement Award.**
- **U.S. Environmental Protection Agency and Department of Transportation - Best Workplaces for Commuters** award in recognition of incentive programs for employees to carpool and take public transportation.
- **The National Television Academy - Pacific Southwest Chapter - 2004 Emmy Winners** to CTN for the *Informational/Educational Program* category: Down to Earth.
- **California Directors of Environmental Health (CCDEH) - 2004 Excellence in Environmental Health Award** for First Responder Hazardous Materials Business Plan Program.

Strategic Initiative - Promoting Safe & Livable Communities

- **California Healthcare Association - Best Practices Award** to Edgemoor Geriatric Hospital for its free clothing "store" for disabled patients.
- **Homeless Court** - a ground breaking program that helps the homeless resolve outstanding legal issues:
 - **Ash Institute for Democratic Governance and Innovation, Harvard University's Kennedy School of Government - 2004 Annual Innovations in Government Award finalist.**
 - **States of California & Nevada Chapter / National Association of Telecommunications Officers and Advisors (NATOA) - First Place 2004 "Star" Award - Special Audience** and **NATOA - 2004 Government Programming Award Honorable Mention: Homeless Court.**



- **NACo - 2004 Achievement Awards**
 - "Fight the Bite" - a West Nile Virus Strategic Response Plan.
 - Consumer Awareness Program for Scanner Price Accuracy.
 - Farmworker Health Initiative.
 - Fallbrook Revitalization.
 - Lincoln Acres Community Cleanup Project.
 - Rental Assistance Fraud Detection Partnership.
 - San Diego e-Bus - Bridging the Digital Divide.
 - Amazon Wish List for Library.
 - Earn It, Keep It, Save It! Program.
 - Health Advisory Committee on Terrorism.
 - Emergency Medical Alert Network.
 - Mentally Ill Offender Program.
 - Organized Automobile Fraud Activity Interdiction Program.
 - Identity Theft Program.
 - Constituency Outreach - Treasurer/Tax Collector.
 - Bringing the Court to the Street - CTN.
- **"You Can Work" Program** - an employment initiative, which assists the disabled in San Diego County to work without placing their benefits at risk.
 - **2004 Award of Excellence** by the **National Organization on Disability and the National Association of Counties (NACo)**.
 - **CSAC - 2004 Merit Award**.
- **2004 U.S. Housing & Urban Development (HUD) HOME Doorknocker Award** - Housing & Community Development Department for its Emancipated Youth Rental Assistance Program. This award was one of only 20 given nationwide and one of only two given in California.
- **NATOA - 2004 Government Programming Award** **Winners** to CTN for:
 - **Public Education:** Touch Screen Voting - How It Works.
 - **Public Safety:** Jail Kitchen.

- **Ethnic Experience:** "World Beat Center" and "CTN Celebrates the Holidays: Ramadan".
- **Public Service Announcement:** Having a Big Bug Problem?
- **SCAN NATOA Chapter - First Place 2004 "Star" Award** to CTN for:
 - **Magazine Format:** County Chronicles
 - **Public Safety Programming:** Detention Deputies.
- **American Planning Association, San Diego Chapter - Honorable Mention- Outstanding Planning Projects**
 - Fallbrook Revitalization.
 - San Diego County Waterfront Park Master Plan.

Other recognition for programs that promote the Safe and Livable Communities Initiative

- **Firestorm 2003** - San Diego County recently suffered the worst wildfires in California history. These fires burned nearly 400,000 acres, destroyed 5,000 structures, and resulted in loss of life. The County's initial response was to save life, limb, and property. Restoration of vital infrastructure, assistance to affected citizens, and reduction of flood and erosion risks has been the continued response.
- **NACo - 2004 Achievement Awards**
 - Department of Parks and Recreation Strike Team.
 - Erosion Control Actions - Firestorm 2003.
 - Local Assistance Center - Firestorm 2003.
- **American Public Works Association (APWA)**
 - **Environmental Project of the Year/\$2-10M** - Post-Fire Erosion Control.
 - **Environmental Project of the Year/\$2-10M (Honorable Mention)** - Debris Removal to Prevent Contamination of Drinking Water.
- **The National Television Academy - Pacific Southwest Chapter - 2004 Emmy Winners to CTN** for:
 - **Entertainment Program:** Sam the Cooking Guy - "Rice" and "All British".



- *Writing/Other than News:* Jail Chaplain.
- SCAN NATOA Chapter - *2004 "Star" Award* to CTN for:
 - *Documentary - Profile:* Veterans Remember - Combat, Day One.
 - *Documentary - Social:* CTN Celebrates the Holidays: Ramadan.
 - *Public Safety Programming:* Jail Kitchen.
 - *Promo:* Touch Screen Voting - How It Works.
 - *Sports:* A Night at the El Cajon Speedway.
 - *Performing Arts:* KPRI Private Concert Thorns/Jayhawks.
 - *Public Service Announcement:* Having a Big Bug Problem?
- Health and Human Services Agency Revenue Project.
- **CSAC - 2004 Merit Awards**
 - Executive Management Performance System.
 - Public Purchasing: Changing Times, Changing Ways.
- **National Association of Government Defined Contribution Administrators (NAGDCA) 2004 Leadership Recognition Award** to the Treasurer/Tax Collector and the San Diego County Employee Retirement Association (SDCERA) for the SDCERA Financial & Investment Educational Symposium Series designed for current and retired County employees.
- **Government Finance Officers Association of the United States and Canada - Distinguished Budget Presentation Award** for the 2004-05 & 2005-2006 Operational Plan.
- **National Purchasing Institute, Inc. - 2004 Achievement of Excellence in Purchasing Award** to Purchasing and Contracting - Business processes and technology enhancements.
- The San Diego County Juvenile Hall Facility was re-accredited in June 2004 for two years at the highest level, by the **California Medical Association (CMA)** - one of only seven counties statewide to achieve this level of accreditation.

Operational Excellence Awards

- **California State Association of Counties (CSAC) - 2004 Challenge Awards**
 - Risk Mitigation & Litigation Program.
- **NACo - 2004 Achievement Award**
 - Customer Service Training - Housing and Community Development.
 - Library Staff Training Academy.
 - Library DVD/CD Care and Repair.
 - Contracts Training Academy.

CAO Proposed Operational Plan - Overview

Introduction

The County's Fiscal Year 2005-07 Proposed Operational Plan is prepared with the recognition that there are always new challenges and opportunities. This plan flows from a continuous review of expectations, needs, and resources that define the County's operating environment. Environmental considerations that influence the Proposed Operational Plan include ongoing structural State budget deficits, a mounting federal deficit, ongoing federal and State mandates, cost escalation in housing, energy, healthcare, and regional cost of living, homeland security issues, and ongoing military mobilization and engagements.

Economic Indicators

The U.S. economy's Gross Domestic Product (GDP) for 2004 showed an increase of 4.4% versus 3% growth in 2003. This represents the strongest year for growth in the U.S. economy since 1999. This growth was primarily driven by domestic consumption and the housing sector. For the first half of 2005, a slower but still healthy growth of about 3.3% will be led by business investment and exports. Some significant risks facing the U.S. economy include the large and growing current trade deficit, inflation, uncertainty in oil prices, and weaker-than-expected growth in Europe and Japan.

After a closer look at actual data for California's economy, the State has been doing well for the last two years. The Bay Area is the exception given the high tech bust of 2000. Overall, 2004 was a good year for California: payroll and household jobs experienced healthy growth of 1.5%; the job growth also contributed to a solid personal income growth of 5.7%; and taxable sales grew by 5.4%. The unemployment rate has been inching down to 6.1% in 2004 versus 6.7% in 2003 and 2002. For 2005, similar but slower growth rates are estimated - taxable sales will show

moderate gains (4.8%), job growth is projected to remain stable (1.9%), and personal income is anticipated to grow at a healthy rate (4.9%).

For the last four years, the center of growth in the State has been and continues to be the southern portion of the state, i.e., San Diego County, Orange County, and the Inland Empire. San Diego County has experienced positive economic growth every year since 1994. Although economic momentum has slowed in recent years, a moderate pace is still projected for 2005 and 2006. The regional economy has outperformed both the State and national growth rates. Based on preliminary forecast data, San Diego will experience yet another year of positive economic growth in 2005 of approximately 4.0% adjusted for inflation.

Nearly one-half of San Diego County's population is part of the civilian labor force (1,507,900 in March 2005). The region is also home to perhaps the largest military complex in the world. The County has experienced positive job growth, prompting migration to San Diego by prospective employees in search of work. The annual unemployment rate was estimated at 4.6% for the 12 month period of April 2004 through March 2005, with March 2005's unemployment rate at 4.3%. These figures remain lower than the State projected rate for 2005 - 6.0% and the national forecast of 5.4%.

San Diego's housing affordability, a measure indicating the average household's ability to afford a median-price home, remains at 11% as of February 2005, the same level as in May 2004. Previously, San Diego's housing affordability had been 15% in December 2003, 22% in 2002 and 27% in 2001. San Diego's average annual individual wage level was \$37,169 in 2002, \$39,029, in 2003, and \$39,149 in 2004.

San Diego County, since the early 1990's, has worked hard and succeeded in building a more diversified economy. San

Sources: SANDAG - San Diego's Regional Planning Agency, the San Diego Regional Chamber of Commerce, the UCLA Anderson Forecast, and the California Department of Finance



Diego evolved as a hub for research and development (R&D) and product manufacturing in telecommunications, biotechnology, military products, electronics and information technology. A broad base of high technology companies has benefited the local economy. The defense sector is expected to continue to grow in 2005 due to the ongoing battle on terrorism and military activities. San Diego industry benefits from increased spending for homeland defense as well. One risk the County is monitoring closely is the 2005 Base Realignment and Closure Recommendations. International trade and implementation of the North American Free Trade Agreement (NAFTA) continue to be a major economic strength for the County, as well as the vibrant visitor/tourist industry. The San Diego Convention and Visitors Bureau (CONVIS) forecasts that 2005 will be a very strong year, and also notes that San Diego is emerging as a leading U.S. west coast cruise port. In 2005 the Port of San Diego will host more than 200 cruise ship visits, with 150 of those voyages beginning and ending in San Diego.

State of California's Budget

The State of California's budget outlook continues to be severely strained by an ongoing structural imbalance between revenues and expenditures. On January 10, 2005, Governor Schwarzenegger submitted the Proposed Fiscal Year 2005-06 budget to the California legislature. The Governor's Proposed Budget addresses the Fiscal Year 2005-06 budget shortfall through program savings in K-12 education, social services, transportation, and employee compensation. The plan also uses about \$1.7 billion of the remaining Proposition 57 deficit-bond proceeds, and it contains other funding shifts and borrowing.

According to a review of the Governor's budget by the State of California's Legislative Analyst, it does not fully address the State's ongoing structural imbalance. The projected Fiscal Year 2006-07 imbalance is estimated to be \$5.0 billion. Moreover, the reform proposals in the budget would

also dramatically reduce the ability of future policy makers to establish budget priorities when addressing future budget shortfalls.

Impact on the County's Proposed Operational Plan

From the County's perspective, the Governor's Fiscal Year 2005-06 Proposed Budget (the Governor's Proposed Budget) is consistent with the two year budget agreement reached between the State and local governments in July 2004 and the passage of Proposition 1A on the November 2004 ballot. There are no further reductions of County property tax or other General Purpose Revenues included in the Governor's Proposed Budget beyond the loss of \$27.5 million in property tax agreed to for both fiscal years 2004-05 and 2005-06.

The Governor's 2005-06 Proposed Budget would, however, change funding levels for certain State categorical programs. The greatest incidence of funding level changes appears to be on the recipients of various health and human services where benefits are proposed to be reduced or capped. The Health and Human Services Agency's (HHSA) budget would be minimally impacted from the reducing/capping of benefits and not impacted by reductions in allocations to counties for administrative costs. Most allocations were held flat and some reductions were made to California Work Opportunities And Responsibilities to Kids (CalWORKs) Administration. We are, however, spending well within our allocation in the current year and believe that these adjustments will have no impact on programs. The Governor has proposed numerous other programmatic changes in the health and human services area to reduce costs or create efficiencies, but the information available is insufficient to determine the direct impacts, if any, on the County. Once the State has an adopted budget and allocations from the State are known, the Board of Supervisors will be apprised and asked to make budget



adjustments if necessary. One area of the Agency's budget that reflects a funding growth is In-Home Supportive Services due to caseload and individual provider increases.

In the area of Public Safety, the most significant items include the restoration of Temporary Assistance to Needy Families (TANF) funding used to support juvenile probation services (\$11.4 million annually for the County of San Diego) and a 75% reduction in funding for Juvenile Crime Prevention. In the latter case, a statewide reduction of \$75.0 million from the previous funding level of \$100.0 million would result in an estimated loss of \$6.2 million for the County. This loss won't be felt until Fiscal Year 2006-07, however, because State funding for Juvenile Crime Prevention activities is established one year in advance. If the Juvenile Justice Crime Prevention Act (JJCPA) funds are reduced as proposed in the Governor's Fiscal Year 2005-06 Budget, the Juvenile Justice Coordinating Council will review all JJCPA funded programs in Fiscal Year 2005-06 and make recommendations for allocating the remaining funds in Fiscal Year 2006-07.

Another change in Public Safety is the increase in Contribution for Trial Courts in other charges (\$7.7 million) to align to actual levels of spending requisite for the revenue sharing requirements of the Memorandum of Understanding with the State Courts and to reimburse the Superior Court for the costs of providing Enhanced Collection Services.

In recent budget years, the State has been deferring repayment for State mandated costs to local governments. As a result, the County is owed several million dollars. In the Fiscal Year 2005-06 Proposed Budget, the Governor proposed repayment over a 15-year period of certain outstanding obligations of the State, including the currently outstanding \$3.6 billion in "maintenance factor" and \$1.3 billion in potential "settle-up" payments to schools, the unfunded mandates to local governments and schools, loans to the State's General Fund from special funds supporting transportation, and other loans from special funds. Further,

in accordance with provisions of Proposition 1A, the Governor's budget would suspend certain State mandates (those State directed activities that qualify for reimbursement under the SB90 guidelines) for Fiscal Year 2005-06 rather than fund them.

The most significant of these mandates is the provision of mental health care to students at the request of local schools. The State is supposed to pay 50% of the costs with the other 50% paid for by the federal government. The State has been deferring payment of its share of the costs (approximately \$4.0 million annually). The suspension of this mandate is not applicable to the County, however, because the County successfully sued the State and received a judgment from the Sacramento Superior Court in July 2004, that it did not have to provide the service unless the County was reimbursed for its costs. Subsequently, the local schools agreed to reimburse the County in order to continue to receive the service.

There are two other significant mandates that the Governor proposes to suspend for Fiscal Year 2005-06: Absentee Voting services in the Registrar of Voters, and Child Abduction and Recovery in the District Attorney's Office. The provision of these services is included, however, in the County's CAO Proposed Operational Plan. Expenditures are projected to be \$1.6 million for Absentee Voting and \$0.95 million for Child Abduction and Recovery. Should the suspensions be approved by the legislature, expenses incurred for these services would likely not be eligible for reimbursement under the SB90 claiming process.

Understanding the Operational Plan

This Operational Plan provides the County's financial plan for the next two fiscal years (July 1, 2005 through June 30, 2007). Pursuant to Government Code §29000 et al., however, State law allows the Board of Supervisors to formally adopt only the first year of the Operational Plan as the County's Budget. The Board approves the second year of the plan in principle for planning purposes.



The Operational Plan details each department's major accomplishments during the past year, discusses strategic objectives for the next two years, and projects the resources required to achieve them. Operational planning in the County's General Management System (GMS) builds from the Strategic Plan and the Five-Year Financial Forecast. The first two fiscal years of the financial forecast form the basis for the Operational Plan. The Operational Plan is monitored regularly and is linked to the rewards and recognition phase of the GMS.

The General Management System

The County's General Management System is the instruction manual for managing County operations and is the guide for adherence to key disciplines and core principles. The GMS describes how we plan, implement, and monitor all County functions that affect the services we provide to County residents, businesses, and visitors. Simply put, the GMS is a way of making sure that we uphold our obligations to our fellow citizens by sticking to our promises and plans, objectively evaluating performance, striving for continuous improvement, and efficiently applying precious taxpayer dollars.

The idea behind the GMS is straightforward: the County is able to provide superior services if we set sound goals and apply sound management principles to achieve those goals. At the heart of the GMS are five overlapping components that help make sure the County asks and answers crucial questions:

Strategic Planning asks: *Where are we going?* Strategic Planning is long-range (five-year) planning that anticipates significant needs, challenges, and risks on the horizon. A key product of the Strategic Planning process is the County's Strategic Plan, which defines major goals and action plans.

Operational Planning asks: *How do we plan to get where we're going?* Operational Planning focuses on short-term planning for the two upcoming fiscal years, allocating resources to specific programs and services in order to implement the Strategic Plan.

Monitoring and Control asks: *Are we on track?* Monitoring and Control is the process of continuously evaluating performance to ensure that goals are tracked, plans followed, and risks identified. This allows the County to know right away if we are over-spending or under-performing. Evaluations occur on a monthly, quarterly, and annual basis at all levels of the organization.

Functional Threading asks: *Are we working together?* The County has many critical functions and goals that cut across organizational lines. Functional threading ensures communication and cooperation across these lines to achieve objectives, solve problems, and share information. Coordinating staff and linking the functions they perform allows the County to efficiently use scarce resources.

Motivation, Rewards, and Recognition asks: *Are we sharing goals and encouraging success?* County employees personalize GMS disciplines. This requires setting clear expectations for employees, providing incentives, evaluating employees' performance, and rewarding those who meet and exceed expectations.

The five GMS components form an annual cycle that is renewed each fiscal year with review of the Strategic Plan and development of a new Operational Plan.

Strategic Plan

The General Management System provides the County with a set of operating rules and guidelines. The Strategic Plan identifies key goals and disciplines, outlining the County's priorities for accomplishing our mission over a five-year period. Our Strategic Plan tells us where we should be going and our General Management System helps make sure we get there.

The County's 2005-10 Strategic Plan defines broad, organization-wide goals - known as Strategic Initiatives - which help prioritize specific County efforts and programs and form the basis for allocating resources. Everything the County does supports these three Strategic Initiatives:

- Kids (Improve opportunities for children),



- Environment (Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development), and
- Safe and Livable Communities (Promote safe and livable communities).

The Strategic Plan also sets forth key organizational disciplines because we must maintain a high level of operational excellence in order to accomplish our Strategic Initiative goals. Our Required Disciplines serve as enablers to the Strategic Initiatives. These Required Disciplines are: Fiscal Stability; Customer Satisfaction; Regional Leadership; Skilled, Competent Workforce; Essential Infrastructure; Information Management; Accountability/ Transparency; and Continuous Improvement.

To connect our Strategic Plan goals with the resources necessary to achieve them, a Five-Year Financial Forecast evaluates our available resources. To further align our goal setting process with resource allocation, the Strategic Plan is reflected in the program objectives in the Operational Plan, in the performance plans for managers, and in each department's Quality First Program goals.

Context for Strategic and Operational Planning

To be effective, the goals we set and resources we allocate have to be consistent with our purpose as an organization. Context for all strategic and operational planning is provided by the County's Mission, Guiding Principles, and Vision. The Strategic Plan sets the course for accomplishing the County's mission:

To provide the residents of San Diego County with superior County services in terms of quality, timeliness and value in order to improve the region's quality of life.

This mission reflects our commitment to anticipating, understanding, and responding to the critical issues that affect our residents. The Strategic Plan also upholds the County's Guiding Principles, core values that articulate our organization's ethical obligations to County residents and basic standards to which County employees must adhere. These four Guiding Principles are:

- Provide for the safety and well-being of those San Diego communities, families, individuals, and other organizations we serve.
- Preserve and enhance the environment in San Diego County.
- Ensure the County's fiscal stability through periods of economic fluctuations and changing priorities and service demands.
- Promote a culture that values our employees, partners and customers and institutionalizes continuous improvement and innovation.

Achieving our Strategic Initiatives and maintaining operational excellence allows the County to realize its Vision:

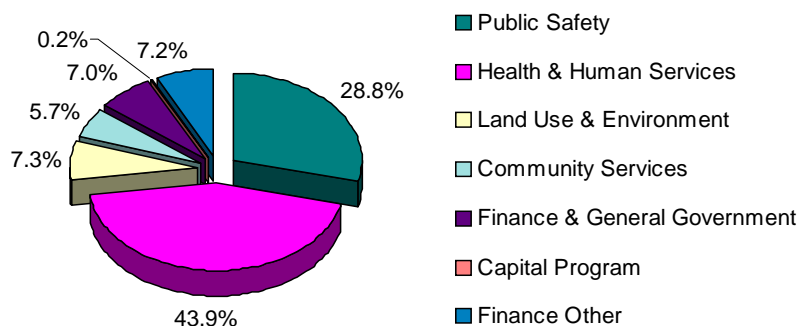
A County Government that has earned the respect and support of its residents.

All Funds: Total Appropriations

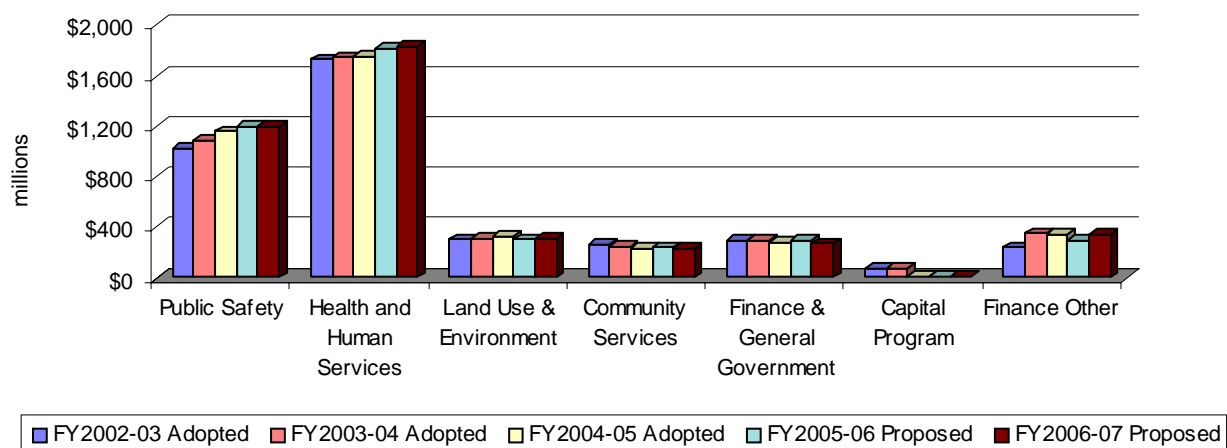
Total Appropriations by Agency/Group

Appropriations total \$4.15 billion in the Proposed Operational Plan for Fiscal Year 2005-06 and \$4.19 billion for Fiscal Year 2006-07. This is an increase of \$59.6 million or 1.5% for Fiscal Year 2005-06 from the Fiscal Year 2004-05 Adopted Operational Plan. Looking at the Operational Plan by Agency/Group, appropriations increase in the Public Safety, Community Services, and Finance & General Government Groups, and in the Health and Human Services Agency (HHS), with the Land Use and Environment Group and Finance-Other program categories decreasing appropriations. The Health and Human Services Agency, at \$1.82 billion, continues to be the largest share of the budget, 44%, followed by the Public Safety Group at \$1.19 billion or 29%.

**Total Appropriations by Agency/Group
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





All Funds: Total Appropriations

Total Appropriations by Agency/ Group (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	Fiscal Year 2006-07 Proposed Budget
Public Safety	\$ 1,021.7	\$ 1,082.7	\$ 1,158.6	\$ 1,192.6	\$ 1,192.5
Health and Human Services	1,730.0	1,744.1	1,751.0	1,820.6	1,836.3
Land Use & Environment	303.1	305.6	324.8	301.9	313.0
Community Services	265.7	251.7	231.2	237.0	236.2
Finance & General Government	296.0	289.1	276.5	289.1	272.2
Capital Program	68.5	67.8	8.2	6.6	5.7
Finance Other	239.3	349.1	338.0	300.1	336.1
Total	\$ 3,924.3	\$ 4,090.2	\$ 4,088.2	\$ 4,147.8	\$ 4,191.9

The pie chart above shows each functional area's share of the Fiscal Year 2005-06 Operational Plan, while the bar chart and table compare the Fiscal Years 2005-06 and 2006-07 appropriations to the three prior fiscal years.

The Proposed Operational Plan for Fiscal Year 2005-06 and 2006-07 demonstrates the Countywide focus on the following key areas:

- Measuring performance in terms of outcomes by identifying core services or mission critical services, desired performance results, and final outcome measures,
- Engaging our stakeholders and customers in our operations,
- Expanding our partnerships with our communities,
- Continuing our business process reengineering, and
- Maintaining superior customer services.

The transition to new outcome-based performance measures will be evident in the performance measure tables for each department. Where new measures are taking the place of old, an "N/A" will appear in the 2004-05 Adopted and 2004-05 Estimated Actual columns to signify that no

data is available for the current year. Where old measures are being discontinued, the "N/A" will appear in the 2005-06 Proposed and 2006-07 Proposed columns.

An overview of the County's Operational Plan is presented below by Agency/Group that highlights changes and key areas of emphasis. More detail by departments begins on page 67. In addition, Appendix A includes budget summaries by object level by Agency/Group.

Public Safety Group — A net increase of 2.9% or \$34 million over the Fiscal Year 2004-05 Adopted Operational Plan. This increase is primarily due to negotiated salary and benefit increases for public safety group departments but also includes resources to: open one dorm at the Probation Department's Juvenile Ranch Facility which will expand sentencing alternatives for youthful offenders; add one additional probation unit to supervise high-risk adult offenders; provide for increased operational and maintenance costs for detention facilities; maintain essential levels of safety and readiness; support increased costs of pharmaceuticals for jail inmates; add public defenders to



reduce the number of defense conflicts on high-level felony cases; and add two medical examiner investigators to decrease response times.

Key areas of focus in the coming year include:

- Strengthening the County's ability to respond to an emergency,
- Keeping communities safe with a continued focus on sex offenders, gang violence and crime associated with drug use, abuse, and sales,
- Completing enhancements to the Regional Communications System,
- Addressing emerging public safety issues including identity theft, human trafficking, mental health needs of offenders, and offender re-entry into the community,
- Implementing the DNA Fingerprint, Unsolved Crime and Innocence Protection Act (Proposition 69),
- Increasing the level of supervision of high-risk offenders,
- Reducing the number of defense conflicts on high-level felony cases,
- Promoting the well-being of children and the self-sufficiency of families through success in the child support program, and
- Expanding performance management activities within Public Safety departments.

Health and Human Services Agency (HHSA) — A net increase of 3.97% or \$69.6 million over the Fiscal Year 2004-05 Adopted Operational Plan. The net increase in the proposed budget is attributed to negotiated increases in salaries and benefits; caseload increases and the rising cost of doing business within the In-Home Supportive Services program; increased funding of County Medical Services for hospital and clinic services; and additional funds needed to prepare for implementation of the California Work Opportunities And Responsibility to Kids (CalWORKS)

Information Network (CalWIN) system to track welfare services. Cost reductions were achieved as a result of the Mental Health managed competition.

Key areas of focus in the coming year include:

- Keeping at-risk children and their families safe, healthy, and self-sufficient,
- Protecting the public's health through education and monitoring and responding to public health threats and other emergencies,
- Keeping vulnerable adults safe, healthy, and self-sufficient,
- Completing a comprehensive community-based planning process and beginning implementation of expanded mental health services funded by the Mental Health Services Act (Proposition 63),
- Improving operational productivity by reengineering public health field nurse services,
- Promoting fiscal stability by managing resources to maintain management reserves of at least \$5 million.

Land Use and Environment Group — An expenditure decrease of 7.1% or \$22.9 million from the Fiscal Year 2004-05 Adopted Operational Plan. The proposed decrease is primarily due to reduced services and supplies attributable to the completion of one-time projects and costs in response to Firestorm 2003, fire fuel reduction activities, and fewer planned purchases for Right of Way acquisitions.

The proposed decreases are offset by negotiated increases in salaries and benefits and capital asset increases due to normal fluctuations in capital funding.

Key areas of focus in the coming year include:

- Managing the County of San Diego Multiple Species Conservation Program (MSCP),
- Enhancing safety, education, and recreational activities for children and families,



All Funds: Total Appropriations

- Improving customer service by reengineering the Land Development Permitting Process,
- Continuing fire recovery efforts by rebuilding and improving parks and reserves and coordinating the Countywide Fuels Reduction Program,
- Protecting public health by monitoring and improving air, food, and water safety, and
- Maintaining and improving County roads.

Community Services Group — A net increase of 2.5% or \$5.83 million from the Fiscal Year 2004-05 Adopted Operational Plan. The proposed increase is principally due to negotiated increases in salaries and benefits offset by a net 12.50 staff year reduction; increased internal service fund costs for utilities, fuel, and external overheads; increased costs for newly opened branch libraries; and the costs of voter materials for the upcoming elections. Increases in costs are partially offset by decreases to align expenditures with available revenue in Housing and Community Development.

Key areas of focus in the coming year include:

- Improving voter opportunities and conducting elections,
- Expanding Library services and improving literacy,
- Providing superior, cost-effective internal service fund support to County departments,
- Increasing investment in energy saving technologies,
- Maintaining the County infrastructure through commitment to major maintenance,
- Protecting the public from dangerous animals and protecting animals from abuse and neglect,
- Helping to provide safe and sanitary affordable housing, and
- Completing construction projects including the Edgemoor Healthcare Complex.

Finance and General Government Group — A net increase of 4.6% or \$12.6 million from the Fiscal Year 2004-05 Adopted Budget. The proposed increase is due to negotiated increases in salaries and benefits based on negotiated labor contracts and the net addition of 4.00 staff years to support Countywide training and development programs and a shift of resources from the Health and Human Services Agency to County Counsel. In addition, services and supplies are proposed to increase due to the implementation costs of enterprise-wide information technology projects including the Integrated Property Tax System.

Key areas of focus in the coming year include:

- Implementing a fully integrated Property Tax System,
- Overseeing the information technology services follow-up contract,
- Maintaining a robust, diverse, and capable workforce,
- Improving the provision of vital records,
- Maintaining a high credit rating,
- Maintaining a strong Treasurer's Investment Pool,
- Providing the highest quality legal services to the Board and County departments,
- Maintaining the investment in modern information technology, and
- Maintaining the County's fiscal stability through sound accounting, auditing, budgetary practices, and management discipline.

Capital — A net decrease of \$1.6 million or 19.8% from Fiscal Year 2004-05. The net decrease is the result of the changing nature and costs of capital projects. Appropriations for new and existing capital projects include \$2.8 million for Multiple Species Conservation Program (MSCP) land acquisitions and approximately \$0.9 million for park playgrounds and improvements including Americans with Disabilities Act (ADA) upgrades.



Finance-Other — A decrease of \$37.9 million or 11.2% from Fiscal Year 2004-05. This group of programs includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them, or exist for proper budgetary accounting purposes. Included in this Group are such programs as the Contingency Reserve, the General Fund's Contribution to the Capital Outlay Fund and the Library Fund, Lease-purchase Payments on SANCAL bonds, the Employee Benefits Internal Service Fund, the Public Liability Internal

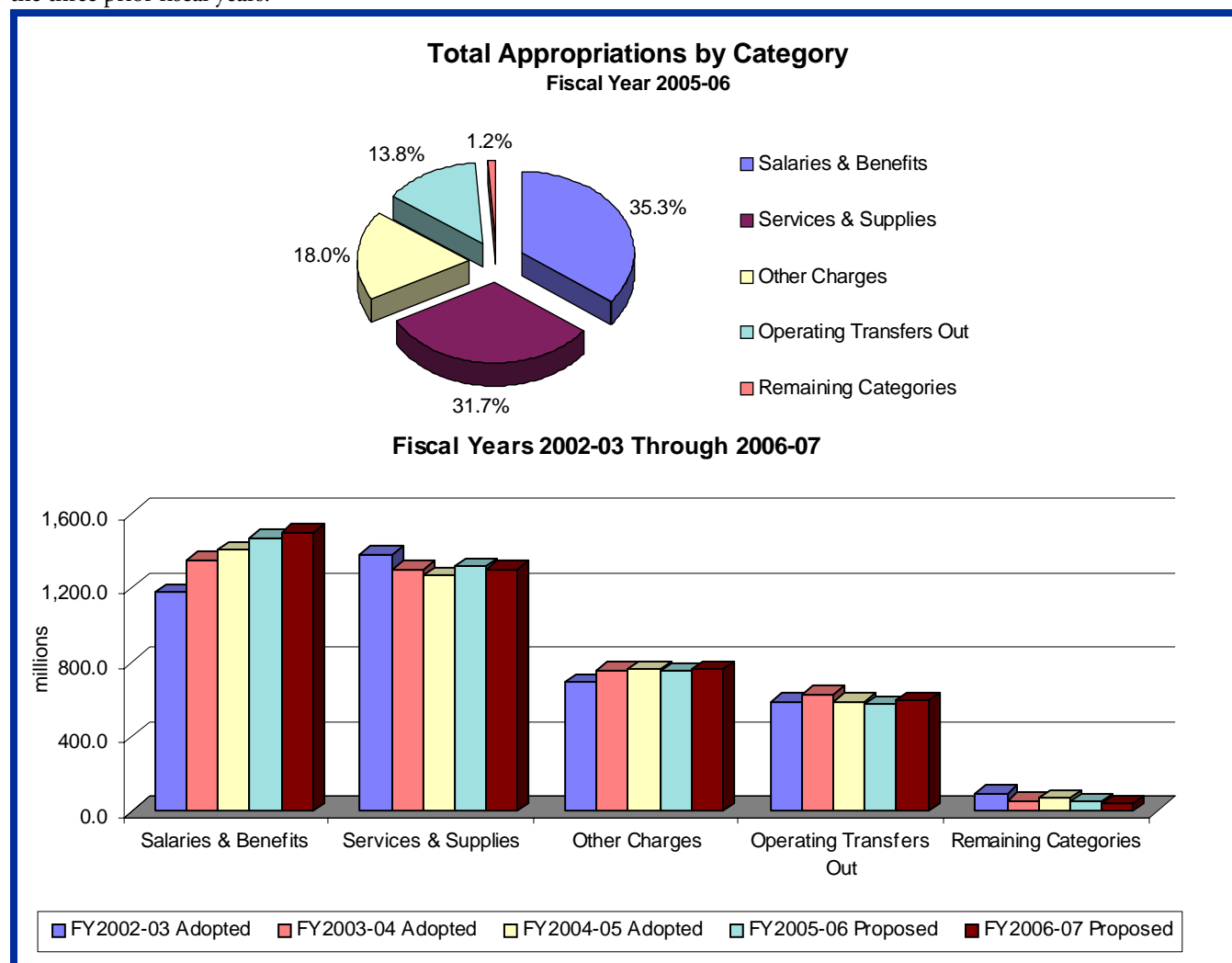
Service Fund, the Pension Obligation Bond (POB) Fund, the Community Enhancement Program, and the Community Projects Program. The decrease is the result of lower lease purchase payments; the one-time economic defeasance of the 1994 Pension Bonds in the prior year; and normal fluctuations in one-time items. There is a slight increase in the Employee Benefits ISF for Workers' Compensation including an increase in the Workers' Compensation reserves.



All Funds: Total Appropriations

Total Appropriations by Category of Expenditures

The table and graph below show the Operational Plan broken down by category of expenditures. As noted above, the Fiscal Year 2005-06 Operational Plan is increasing overall by \$59.6 million from the Fiscal Year 2004-05 Adopted Budget and \$44.1 million in Fiscal Year 2006-07. The pie chart below shows the share of the Fiscal Year 2005-06 Operational Plan for each category of expenditures, while the bar chart and table compare the Fiscal Years 2005-06 and 2006-07 appropriations to the three prior fiscal years.





All Funds: Total Appropriations

Total Appropriations by Category (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	Fiscal Year 2006-07 Proposed Budget
Salaries & Benefits	\$ 1,174.7	\$ 1,349.3	\$ 1,404.1	\$ 1,465.8	\$ 1,498.7
Services & Supplies	1,378.8	1,301.1	1,264.9	1,313.9	1,299.2
Other Charges	691.4	756.6	763.1	748.4	760.7
Capital Assets Land Acquisition	32.3	24.2	11.4	15.5	14.5
Capital Assets Equipment	19.7	18.2	41.4	14.6	13.5
Exp Transfer & Reimbursements	(19.2)	(16.1)	(16.1)	(17.4)	(17.9)
Reserves	11.4	11.1	15.7	15.7	15.7
Reserve/Designation Increase	22.9	6.5	4.6	5.5	4.6
Operating Transfers Out	587.4	628.5	587.5	571.6	593.6
Management Reserves	24.9	11.0	11.7	14.3	9.2
Total	\$ 3,924.3	\$ 4,090.2	\$ 4,088.2	\$ 4,147.8	\$ 4,191.9

Changes include:

- Salaries and Benefits are increasing by \$61.8 million or 4.4%. The amount for salaries and benefits reflects negotiated increases in base pay and health insurance along with required payments to the retirement fund. The smaller increase in Fiscal Year 2006-07 of \$32.9 million or 2.3% is due to a smaller estimated wage and benefit increase (see "Total Staffing" on page 30 for further detail regarding labor agreements and information on staffing changes by functional area).
- Services and Supplies are increasing by \$49.0 million or 3.9%. Increases are budgeted in many accounts within services and supplies, most notably a \$21.4 million increase in costs for senior programs including In-Home Supportive Services. Also proposed are increases for contract, consultant, and professional services, miscellaneous expenses, information technology costs, and internal service fund costs for major maintenance,

facilities maintenance, and fleet. Decreases are proposed in contracted road services, temporary contract help, maintenance of equipment, postage, minor equipment, and security systems rental. A slight decrease of 1.1% is proposed in Fiscal Year 2006-07.

- Other Charges are decreasing by \$14.7 million or 1.9%. Appropriations in this category are for items such as aid payments, debt service payments, interest expense, right of way easement purchases, and various contributions to other agencies including trial courts and community enhancement organizations. Decreases are proposed for payments in the General Relief, Seriously Emotionally Disturbed and Child Care programs and for bond redemption due to the one-time economic defeasance of Pension Bonds in the prior year Adopted Budget. Increases are budgeted in Support and Care of Persons due to an increase in Inmate Medical Costs and interest on bonds due to a change in budgeting methods. An increase of 1.6% is proposed for Fiscal Year 2006-07 due



All Funds: Total Appropriations

to caseload increases in Foster Care, Aid for Adopted Children, and the Kinship Guardianship Assistance Program and right of way easements.

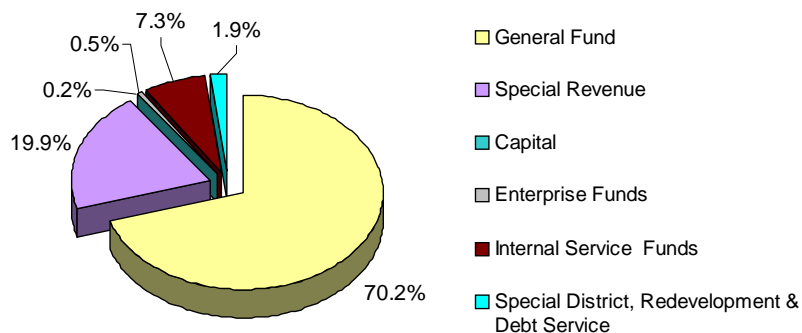
- Capital Assets/Land Acquisition appropriations, which include Capital Projects and Land Acquisitions, are increasing \$4.1 million or 36.1% from last year. Projects are proposed in the Capital Outlay Fund, the Airport Enterprise Fund, and the Alpine, Lakeside, and Spring Valley sanitation districts. The amount of money available for new projects or project expansion varies year-to-year, but capital appropriations at the project level are generally considered to be one-time. A decrease of 6.3% is proposed in Fiscal 2006-07 due to the changing nature and costs of projects.
- Capital Assets Equipment appropriations which primarily include routine internal service fund purchases of vehicle and heavy equipment, are decreasing by \$26.9 million or 64.9%, due to inclusion in the Fiscal Year 2004-05 Budget of appropriations for the Regional Communications System upgrade and a Fire/Life Safety helicopter. A decrease of 7.5% is proposed for Fiscal 2006-07 due to a preliminary estimate of lower requirements for that year.
- Reserves represent appropriated contingency reserves that are set aside for unanticipated needs during the year. For Fiscal Years 2005-06 and 2006-07 the General Fund Contingency Reserve is proposed to be \$15.6 million, the same amount as in Fiscal Year 2004-05. A contingency reserve of \$0.1 million is proposed for the Fleet Internal Service Fund, also unchanged from the prior year.
- Reserve/Designation Increases can vary from year to year depending upon the need to set aside fund balance for specific uses. Overall, there is a net increase of \$0.9 million, with increases in reserve/designations for the Workers' Compensation ISF (\$1.4 million), the Road Fund (\$2.0 million), and in three special districts (\$0.1 million). The general fund designation for the property tax system, budgeted at \$2.6 million in Fiscal Year 2004-05, has been discontinued thus offsetting the increases noted above. The \$4.6 million proposed for Fiscal Year 2006-07 is primarily for an additional contribution to the Worker's Compensation reserve (\$4.2 million), with the remainder in four special districts
- Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, are decreasing by \$15.9 million or 2.7%. Various transfers between funds are increasing and decreasing with the largest decrease due to the reduction of the transfer from the General Fund to the Pension Obligation Bond Fund due to the one time 2004 economic defeasance of the 1994 POBs and the largest increases between the Proposition 172 and Realignment Special Revenue Funds and the General Fund. An increase of 3.9% is proposed for Fiscal Year 2006-07 due primarily to proposed increases in Proposition 172 and Realignment transfers to the General Fund.
- Management Reserves are increasing by \$2.7 million or 22.8%. The level of Management Reserves can vary from year-to-year. They are used to fund one-time projects or to serve as a prudent cushion for revenue and economic uncertainties at the Group/Agency level. A decrease of 35.5% is proposed for Fiscal Year 2006-07.



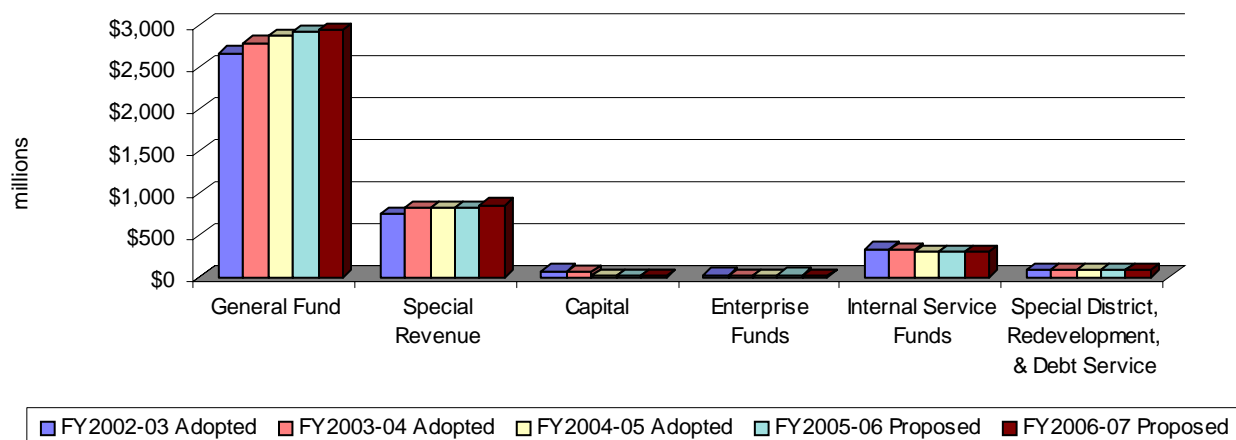
Total Appropriations by Fund Type

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the following funds/fund types provide the basic structure for the Operational Plan. (See also “Basis of Accounting on page 60 and “Appropriations by Fund in Appendix B.)

**Total Appropriations by Fund Type
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





All Funds: Total Appropriations

Total Appropriations by Fund Type (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	Fiscal Year 2006-07 Proposed Budget
General Fund	\$ 2,668.4	\$ 2,785.1	\$ 2,869.6	\$ 2,913.0	\$ 2,935.7
Special Revenue	757.5	814.5	814.0	826.0	857.0
Capital	68.5	67.8	8.2	6.6	5.7
Enterprise Funds	25.3	20.7	17.1	21.3	18.4
Internal Service Funds	330.7	324.0	295.4	302.4	293.7
Special District, Redevelopment & Debt Service	73.9	78.1	84.0	78.7	81.5
Total	\$ 3,924.3	\$ 4,090.2	\$ 4,088.2	\$ 4,147.8	\$ 4,191.9

Governmental Fund Types

General Fund — accounts for all financial resources except those required to be accounted for in another fund. The General Fund is the County's primary operating fund.

Special Revenue Funds — account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include Road, Library, Realignment, and Proposition 172 revenue funds.

Capital Project Funds — account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds.)

Debt Service Funds — account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt.

Proprietary Fund Types

Enterprise Funds — account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of

providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Internal Service Funds — account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis. Examples include the Facilities Management, Fleet, Purchasing and Contracting, Employee Benefits, Public Liability, and Information Technology Internal Service Funds.

Appropriations Limits

Spending limits for the County are governed by the 1979 passage of California Proposition 4 (Article XIII B of the California Constitution) commonly known as the Gann initiative or Gann Limit. Proposition 4 places an appropriations limit on most spending from tax proceeds. The limit for each year is equal to the prior year's spending with upward adjustments allowed for changes in population



All Funds: Total Appropriations

and the cost of living. Most appropriations are subject to the limit. However, Proposition 4 and subsequently Proposition 99 (1988), Proposition 10 (1998), and Proposition 111 (1990) exempt certain appropriations from the limit. These exemptions include capital outlay, debt service, local government subventions, new tobacco taxes, appropriations supported by increased gas taxes, and appropriations resulting from national disasters.

When the limit is exceeded, Proposition 4 requires the surplus to be returned to the taxpayers within two years. Appropriations in the two-year period can be averaged before becoming subject to the excess revenue provisions of the Gann limit. The spending limit for Fiscal Year 2005-06 will not be determined until the Fiscal year 2004-05 books are closed, but as shown in the following table, the County has been far below the Gann limit.

San Diego County Appropriation Limit (in millions)

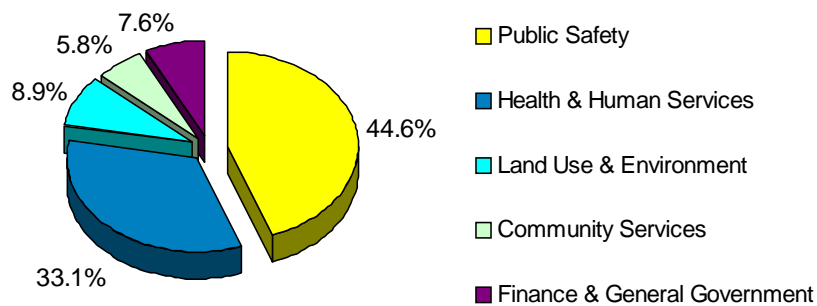
	Fiscal Year 2000-01	Fiscal Year 2001-02	Fiscal Year 2002-03	Fiscal Year 2003-04	Fiscal Year 2004-05
Gann Limit	\$ 2,563	\$ 2,818	\$ 2,832	\$ 2,949	\$ 3,081
County appropriations subject to limit	\$ 587	\$ 633	\$ 597	\$ 714	\$ 717

All Funds: Total Staffing

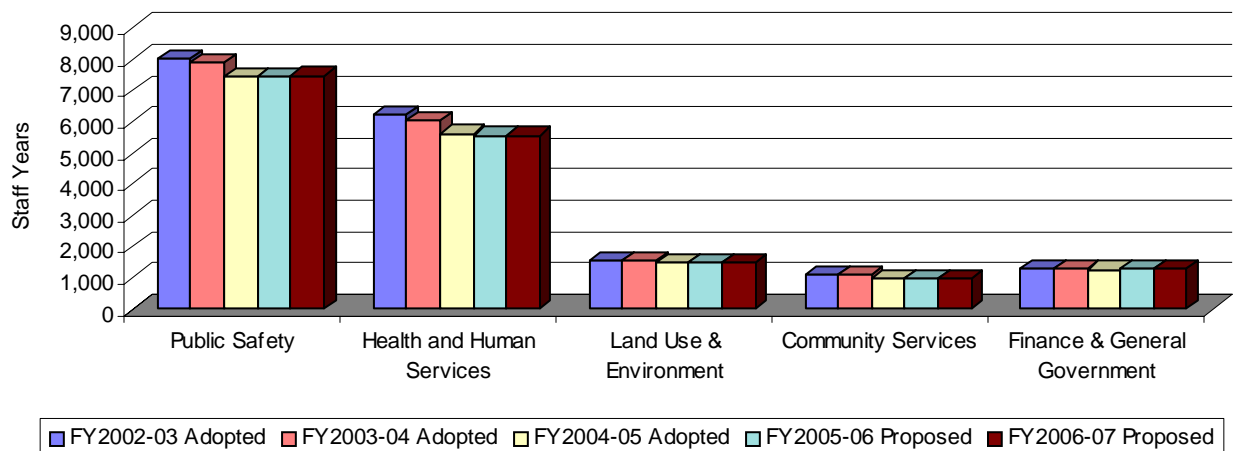
Total Staffing

The Proposed Operational Plan staffing level for Fiscal Year 2005-06 is 78.20 staff years less than the Adopted Budget for Fiscal Year 2004-05, a decrease of 0.5% to 16,758.67 staff years. An increase of 19.00 staff years is expected in the second year of the Plan, 14.0 staff years in the Probation Department to augment staff who intensively manage the activities of the most serious adult offenders and 5.0 to provide staffing for a library scheduled to open in Fiscal Year 2006-07.

**Total Staffing by Agency/Group
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





Staffing—Staff Years

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	Fiscal Year 2006-07 Proposed Budget
Public Safety	8,018.24	7,916.00	7,470.50	7,470.50	7,484.50
Health and Human Services	6,236.73	6,054.27	5,620.62	5,550.92	5,550.92
Land Use & Environment	1,544.25	1,529.00	1,492.00	1,492.00	1,492.00
Community Services	1,079.50	1,099.25	986.25	973.75	978.75
Finance & General Government	1,302.00	1,303.75	1,267.50	1,271.50	1,271.50
Total	18,180.72	17,902.27	16,836.87	16,758.67	16,777.67

Last year's Operational Plan reduced staff years by 1,065.40 and acknowledged that the County's workforce was at an unsustainable level due primarily to prolonged State budget imbalances. Over the past two years the County developed a strategy whereby some positions were deleted, some were frozen and others were temporarily funded to enable services to be redesigned in an orderly manner. The County is still in the process of deploying its labor resources to the programs and activities where they can do the most to achieve our strategic goals. The charts and table on this and the previous page show the total staff years by Group and the year-to-year changes.

The Fiscal Year 2005-06 decrease of 78.20 staff years is a net amount with reductions in some areas and increases in others where there is a compelling reason to redirect resources. The Health and Human Services Agency (HHSA) proposes a reduction of 69.70 staff years or (1.2%) primarily resulting from the re-engineering/outsourcing of Mental Health services through the managed competition process. The Community Services Group (CSG) proposes a net reduction of 12.50 staff years or (1.3%). In CSG, Housing and Community Development proposes a reduction of 18.00 staff years to align staffing with available revenue and small increases are proposed by the Registrar of Voters and the Library.

The Finance and General Government Group proposes a net increase of 4.00 staff years as a result of restoring staff years for Human Resources training and development positions that were reduced to part-time last year and the transfer in of 2.00 staff years from HHSA to County Counsel for public guardian/administrator activities.

Although the Public Safety Group (PSG), as a whole, reflects no changes, Child Support Services proposes a decrease of 60.00 staff years to align staffing with the available revenues. Conversely, five other PSG departments propose increasing staff. Probation proposes to increase by 32.00 staff years to operate an additional dorm at the Juvenile Ranch Facility and to add a unit to supervise high risk young adult probationers. The Public Defender and the Alternate Public Defender are proposing to increase staff years by 18.00 and 6.00, respectively, to represent indigent clients in all court appointed cases. The Office of Emergency Services proposes to add 4.00 staff years for Homeland Security activities as approved by the Board of Supervisors in Fiscal Year 2004-05 and the Medical Examiner proposes to add 2.00 staff years to decrease response times.

Additionally, the Land Use and Environment Group (LUEG) reflects no net changes although staffing is proposed to shift between LUEG departments. The



All Funds: Total Staffing

Department of Public Works would see a reduction of 5.00 staff years with offsetting increases in Agriculture, Weights, and Measures, and the LUEG Executive Office.

More detail on staff year changes can be found in each department/program section of the Operational Plan that follows.

Labor Agreements

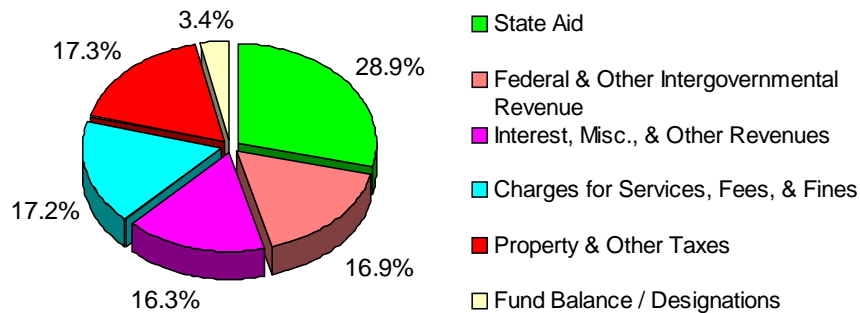
Fiscal Year 2005-06 is the final year of five-year salaries and benefits agreements for most of the County's bargaining units. Only two bargaining groups have agreements that extend through Fiscal Year 2006-07. The agreements included base pay, health insurance, and retirement adjustments.

All Funds: Total Revenues

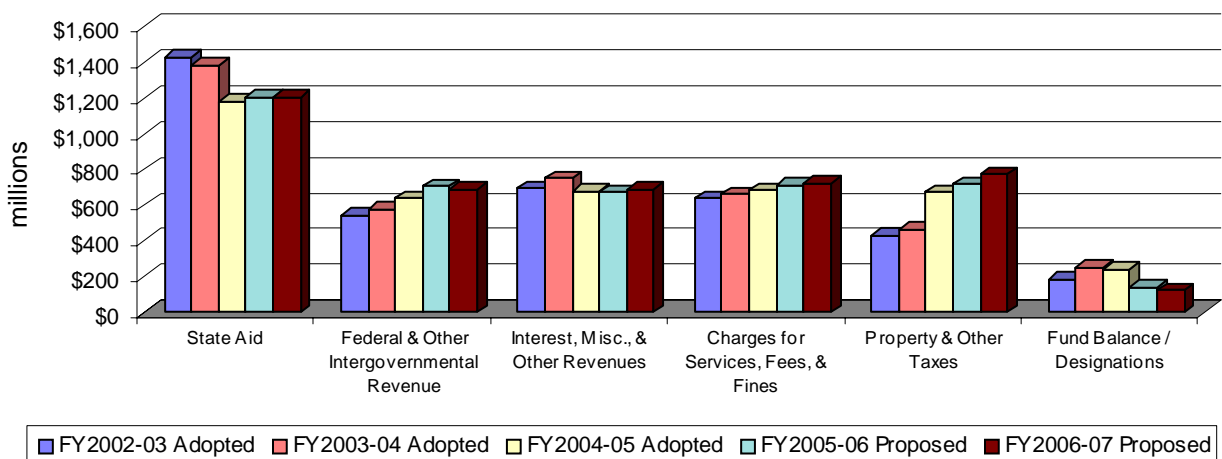
Total Revenues by Source

Total resources available to support County services for Fiscal Year 2005-06 are expected to be \$4.15 billion. This is an increase of \$59.6 million or 1.5% from the Fiscal Year 2004-05 Adopted Operational Plan. Total resources are anticipated to increase an additional \$44.1 million or 1.1% in Fiscal Year 2006-07. For Fiscal Year 2005-06, State aid (\$1.2 billion), federal aid (\$618.0 million), and other intergovernmental revenue (\$84.9 million) combined will supply 46.0% of the financing sources for the County's budget. In comparison, locally generated taxes, including property tax, property tax in lieu of Vehicle License Fees (VLF), sales tax, real property transfer tax, transient occupancy tax, and miscellaneous other revenues, account for only 17.3% of the financing sources for the County's budget.

**Total Revenues by Source
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





All Funds: Total Revenues

Total Revenues by Source (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	Fiscal Year 2006-07 Proposed Budget
State Aid	\$ 1,426.0	\$ 1,382.5	\$ 1,178.5	\$ 1,200.4	\$ 1,204.7
Federal & Other Intergovernmental Revenue	544.0	578.1	636.7	703.0	686.1
Interest, Misc., & Other Revenues	694.6	747.8	678.9	674.1	686.5
Charges for Services, Fees, & Fines	639.5	661.2	682.3	711.4	720.2
Property & Other Taxes	433.0	465.5	671.5	717.1	772.1
Fund Balance	187.3	255.1	240.4	141.8	122.3
Total	\$ 3,924.3	\$ 4,090.2	\$ 4,088.2	\$ 4,147.8	\$ 4,191.9

The remaining \$1.5 billion in financing sources (36.8%) include charges for current services, operating transfers from Realignment, Proposition 172 and other inter-fund sources, fund balance, reserve/designation decreases, and other miscellaneous sources.

The table above shows State aid, federal aid and other intergovernmental revenue, charges for services, fees and fines, and property and other taxes with a combined increase of \$163.0 million or an overall moderate increase of 5.1%. Reductions totaling \$103.4 million in the use of fund balance/reserves and interest, miscellaneous and other revenues represent an 11.2% reduction in these sources. Although the mix of resources has changed, net growth in Fiscal Year 2005-06 is 1.5%.

State aid is expected to increase \$22.0 million overall in Fiscal Year 2005-06. This is largely due to anticipated increases in special fund revenues in Proposition 172 (\$18.5 million) and Realignment (\$34.9 million) for Fiscal Year 2005-06, offset by some re-categorizing of aid from State to federal accounts substantially within Health and Human Services. See the Summary of General Fund Financing

Sources for additional detail on the budgeting of the Realignment and Proposition 172 revenues in Fiscal Year 2005-06.

Federal and other governmental revenue will increase 10.4% (\$66.3 million) primarily due to projected increases in Health and Human Services again as a result of re-categorizing revenue from State to federal accounts and from increases in Aging and Independence Services (In-Home Supportive Services) and Behavioral Health Services.

Interest, misc. & other revenues are anticipated to decrease marginally by \$4.8 million.

Charges for services, fees, and fines are expected to increase by \$29.1 million; some of the increases across the County are in the Sheriff's Department, Probation, and the Contribution for Trial Courts for PSG, and in Public Works, Environmental Health and the Air Pollution Control District in LUEG.

Property and other taxes are projected to increase by \$45.6 million as a result of an active real estate market and a strong local economy. The increase in assessed value is expected to exceed 10% for Fiscal Year 2005-06. Property taxes are,



therefore, expected to increase by \$43.4 million with the bulk of the increase (\$40.9) being in the General Fund, while the Library fund expects an increase of \$2.1 million and all other special funds combined anticipate an approximate increase of \$0.4 million. Anticipated growth in Taxes Other Than Current Secured is expected to be a net \$2.2 million, with a projected increase in the General Fund of \$14.7 million, offset by decreases in special fund revenues of \$11.9 million, and all other sources decreasing by \$0.6 million. The General Fund projected increase is partially due to the increase in Real Property Transfer Taxes of \$8.3 million, Sales Tax Revenue projected growth of \$0.6 million, supplemental property tax anticipated increases of \$2.0 million, growth in property tax in lieu of VLF of \$3.6

million, and other revenue adjustments. The primary decrease in special fund revenues is based on the projected \$11.8 million decrease in TransNet funding in the Department of Public Works related to adjustments in the detailed work program.

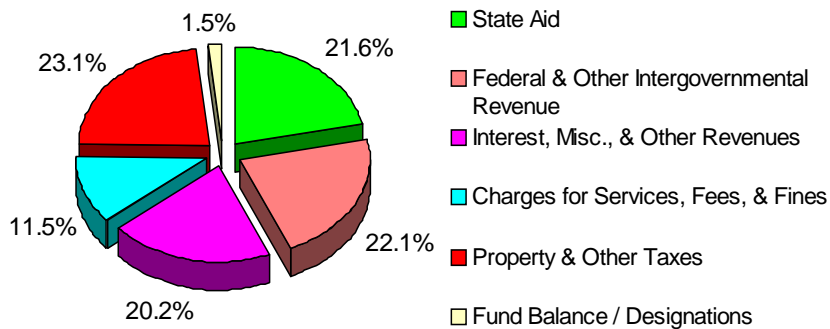
Finally, the use of fund balance and reserves/designations is anticipated to decrease \$98.1 million in Fiscal Year 2005-06 due to normal fluctuations in one-time projects. The projected decrease in fund balance is primarily in the General Fund. See the individual Agency/Group sections of this Operational Plan for the breakdown of financing sources by department. The following sections focus on General Fund financing sources.

Summary of General Fund Financing Sources

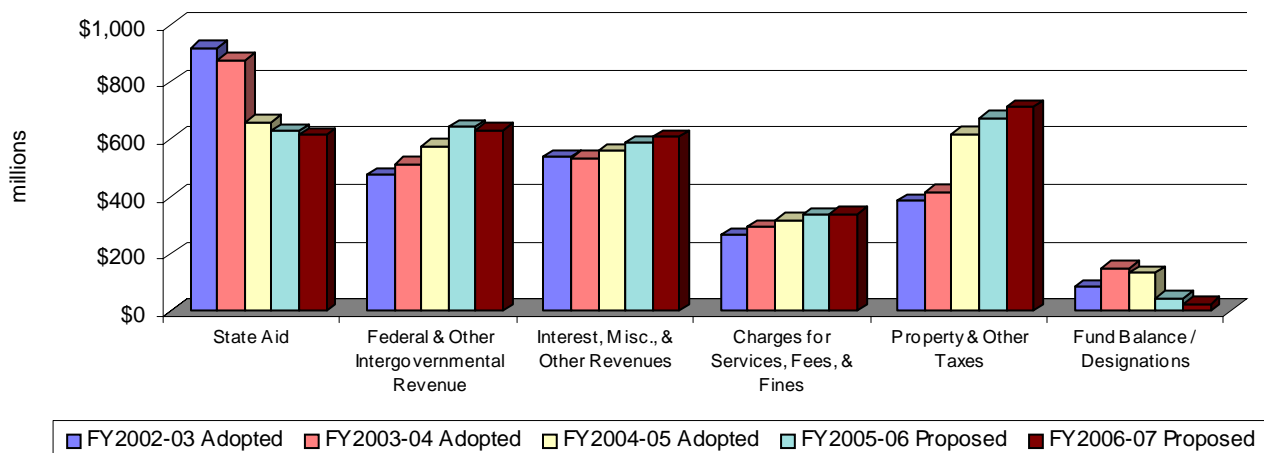
Summary of General Fund Financing Sources

The largest single fund and the fund that is responsible for most County services is the General Fund. General Fund Financing Sources are expected to total \$2.9 billion for Fiscal Year 2005-06, a \$43.4 million or 1.5% increase from Fiscal Year 2004-05. Total General Fund resources are expected to increase by \$22.7 million or 0.8% in Fiscal Year 2006-07. The low growth rates for Fiscal Year 2005-06 and Fiscal Year 2006-07 are largely due to a reduction in the use of fund balance compared to previous years. Overall, the previous three fiscal years saw growth rates of 6.1% or \$152.7 million (2002-03), 4.3% or \$116.6 million (2003-04), and 3.0% or \$84.5 million in 2004-05.

**General Fund Financing Sources
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





Summary of General Fund Financing Sources

General Fund Financing Sources (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	Fiscal Year 2006-07 Proposed Budget
State Aid	\$ 920.8	\$ 878.3	\$ 660.6	\$ 628.6	\$ 615.2
Federal & Other Intergovernmental Revenue	476.3	513.4	577.9	643.3	631.0
Interest, Misc., & Other Revenues	538.6	534.8	560.5	587.2	607.4
Charges for Services, Fees, & Fines	265.5	293.6	319.7	335.6	341.1
Property & Other Taxes	383.7	415.7	617.8	673.5	714.5
Fund Balance / Designations	83.5	149.2	133.2	44.8	26.5
Total	\$ 2,668.4	\$ 2,785.1	\$ 2,869.6	\$ 2,913.0	\$ 2,935.7

The charts and table above show the same breakdown of financing sources as shown for all funds combined, beginning on page 33. The General Fund revenue trends are generally similar to the all funds trends and significant

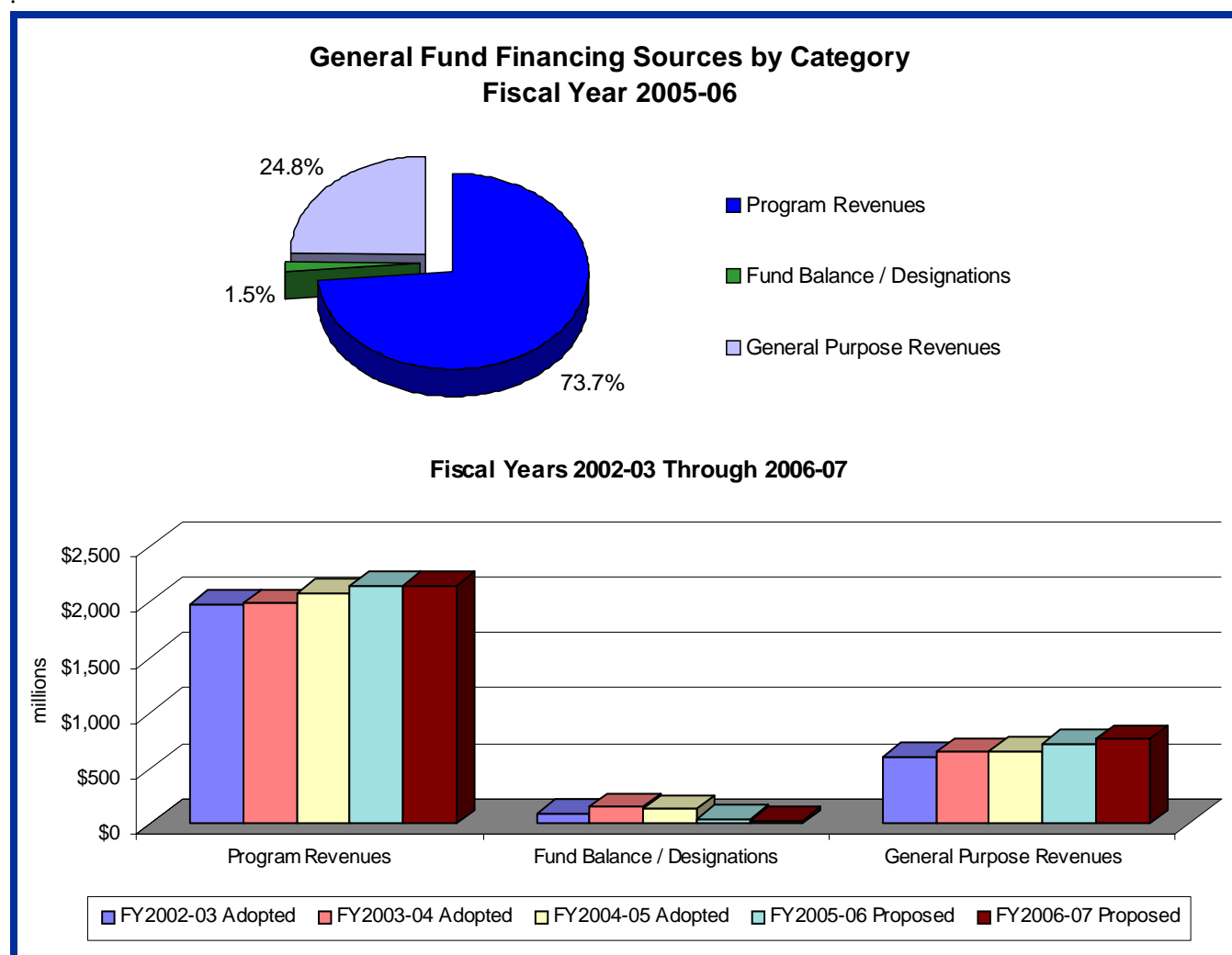
changes were noted in that previous discussion. The following sections give a different view of General Fund financing sources and highlight key revenues.



Summary of General Fund Financing Sources

General Fund Financing Sources by Category

General Fund Financing Sources can be categorized as one of three types: Program Revenues, General Purpose Revenues, or Fund Balance (including reserve/designation decreases).





Summary of General Fund Financing Sources

General Fund Financing Sources by Category (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	Fiscal Year 2006-07 Proposed Budget
Program Revenues	\$ 1,976.9	\$ 1,989.3	\$ 2,079.0	\$ 2,147.2	\$ 2,146.2
Fund Balance	83.5	149.2	133.2	44.8	26.5
General Purpose Revenues	608.0	646.6	657.4	721.0	763.0
Total	\$ 2,668.4	\$ 2,785.1	\$ 2,869.6	\$ 2,913.0	\$ 2,935.7

Program Revenues total \$2.15 billion in Fiscal Year 2005-06. These revenues make up 73.7% of General Fund Financing Sources in Fiscal Year 2005-06, and are derived from State and federal subventions and grants, charges and fees earned from specific programs, Proposition 172- Public Safety Sales Tax, State Realignment Funds, and Tobacco Settlement funds, among others. Program Revenues, which as the name implies, are dedicated to and can be used only for the specific programs they are associated with, are expected to increase by 3.3% over the Fiscal Year 2004-05 Adopted Budget. The average annual growth for the last four years was 5.2%. State, federal, and other intergovernmental funds of \$1.27 billion in Fiscal Year 2005-06 comprise 59% of Program Revenues, maintaining roughly the same percentage of program revenues as in Fiscal Year 2004-05. The largest single sources of Program Revenues include:

- **Tobacco Settlement Revenues** (\$31.7 million in Fiscal Year 2005-06 and \$28.3 million in Fiscal Year 2006-07) by Board policy are dedicated to health-based programs. These revenues are the result of the historic Master Settlement Agreement between the Attorneys General of California and several other states and the four major tobacco companies in 1998. The agreement provided over \$206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present,

and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

To reduce the risk of non-receipt of the Tobacco Settlement Payments, some counties and states opted to securitize these payments. Securitization is a process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received \$466 million in January 2002 in exchange for its Tobacco Settlement Payments. These proceeds will enable the County to fund approximately \$27.3 million of health care programs annually through approximately 2020. The \$31.7 million anticipated to be utilized in Fiscal Year 2005-06 reflects \$7.1 million in one-time, non-securitized Tobacco Settlement funds and \$24.6 million in Securitized Tobacco funds.

- **Realignment Revenues** (\$288.9 million in Fiscal Year 2005-06 and \$302.8 million in Fiscal Year 2006-07) are received from the State to support health, mental health, and social services programs. The term Realignment refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health, and social services programs, along with the provision of dedicated sales tax and vehicle license fee (VLF) revenues to pay for these changes. While generally considered successful, the slowdown in the economy caused the



Summary of General Fund Financing Sources

dedicated revenue stream to lag caseload growth. The annual growth from Fiscal Year 2000-01 to Fiscal Year 2002-03 was only 1.3%. This trend seems to be reversing, allowing a proposed 2.8% expenditure increase in Fiscal Year 2005-06 and a 4.6% increase in Fiscal Year 2006-07.

- **Proposition 172-Public Safety Sales Tax Revenues** (\$220.5 million in Fiscal Year 2005-06 and \$228.9 million in Fiscal Year 2006-07) support core programs and services of three departments in the Public Safety Group - the Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent increase in the statewide sales tax that was approved by the voters in 1993 and is distributed to counties and cities based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. In Fiscal Year 2001-02, revenues generated were 4.2% below actuals received in Fiscal Year 2000-01 due to reduced statewide taxable sales. During Fiscal Years 2002-03 and 2003-04 these revenues increased by 6.1% and 10.3%, respectively. For Fiscal Years 2005-06 and 2006-07 respectively, increases of 9.2% and 3.8% are projected. The 9.2% increase in budgeted revenues from Fiscal Year 2004-05 to Fiscal Year 2005-06 is in part a base adjustment due to the late notification from the State of revenue received for Fiscal Year 2003-04. This information was not received in time for revised amounts to be included in the Fiscal Year 2004-05 Adopted Budget. Also included in Fiscal Year 2005-06 is the use of \$2.6 million in carryover funds received but not appropriated in previous fiscal years for specific one time uses in the designated departments. After allowing for the base adjustment and the use of carryover funds, the projected growth in Proposition 172 revenues in Fiscal Year 2005-2006 is a moderate 3.9% over the anticipated actual revenues for Fiscal Year 2004-05.

General Purpose Revenues (\$721.0 million in Fiscal Year 2005-06 and \$763.0 million in Fiscal Year 2006-07) make up 24.8% of General Fund Financing Sources. Please see the separate discussion of General Purpose Revenues beginning on page 42.

Fund Balance (\$44.8 million in Fiscal Year 2005-06 and \$26.5 million in Fiscal Year 2006-07), including reserve/designation decreases, represents 1.54% of General Fund Financing Sources in Fiscal Year 2005-06. This resource is used for one-time expenses, not for the support of ongoing operations. Fund Balance is the result of careful management of resources Countywide in past years. As of the Fiscal Year 2004-05 second quarter budget status report to the Board of Supervisors, the projected year fund balance from departmental operations was \$74.4 million. Third quarter projections were not available as of this writing, but are anticipated to show an improvement over the second quarter projections. The actual amount of fund balance will not be known until the books have been closed for the year in August. The County typically does not utilize all of the anticipated fund balance in preparing its Operational Plan. Instead, needs for one-time resources are assessed on a continuing basis and proposals are brought to the Board during the fiscal year on an individual basis or as part of quarterly budget status reports. The County of San Diego's unreserved, available Fund Balance was \$225.9 million at the end of Fiscal Year 2000-01, \$234.6 million after Fiscal Year 2001-02, \$269.0 million after Fiscal Year 2002-03, and \$215.4 million after Fiscal Year 2003-04.

In the Proposed Operational Plan, General Fund fund balance is used as the funding source for various one-time or project specific purposes such as temporary staffing, the purchase of safety and other equipment, management reserves, offsets for the costs of processing building permits for victims of Firestorm 2003, set aside for the multi-year cost of the enterprise-wide Documentum document management system, required match for the multi-year



Summary of General Fund Financing Sources

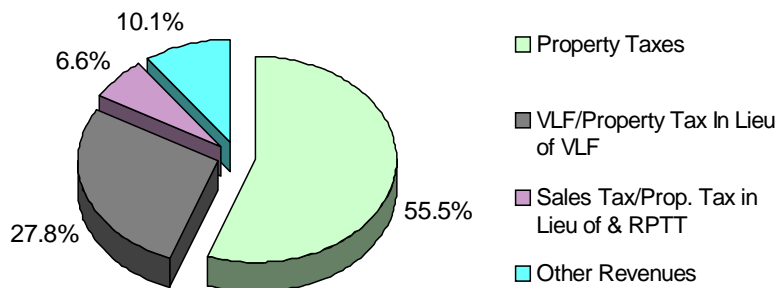
Stormwater grant, one-time technology projects, County Administration Center (CAC) major maintenance projects, and awarding Community Projects grants.

General Purpose Revenues

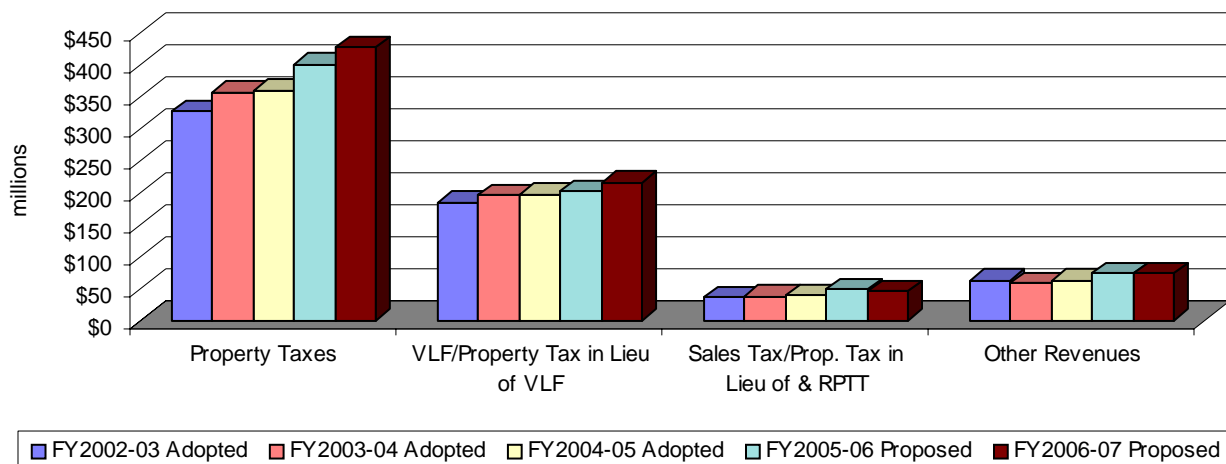
General Purpose Revenues by Source

General Purpose Revenues for Fiscal Years 2005-06 and 2006-07 are estimated at \$721.0 million and \$763.0 million respectively. As noted above, they represent approximately 24.8% of General Fund Financing Sources. The revenues come from property taxes, property tax in lieu of vehicle license fees (VLF), sales taxes (and property tax in lieu of sales tax), real property transfer tax (RPTT), and miscellaneous other sources. They may be used for any purpose that is a legal expenditure of County funds. The Board, therefore, has the greatest flexibility in allocating these revenues.

**General Purpose Revenues by Source
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





General Purpose Revenues

General Purpose Revenues by Source (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	Fiscal Year 2006-07 Proposed Budget
Property Taxes	\$ 326.6	\$ 356.2	\$ 359.5	\$ 400.5	\$ 427.8
VLF/Property Tax in Lieu of VLF	184.7	195.0	196.9	200.5	215.6
Sales Tax, RPTT, In Lieu of Sales Tax	34.6	37.0	38.6	47.5	45.4
Other Revenues	62.1	58.4	62.4	72.5	74.2
Total	\$ 608.0	\$ 646.6	\$ 657.4	\$ 721.0	\$ 763.0

The growth in these revenues is principally affected by the local and State economies. In recent years, San Diego's economy has outperformed both State and national growth. Evidence of San Diego's local economic health is reflected in the County's General Purpose Revenues with a 5.5% annual average growth for Fiscal Years 2000-01 through 2004-05. These increases were the result of solid local employment, rising income levels, and population growth. The growth in local resources was dampened, however, last year when the State of California shifted \$27.5 million in County property taxes to schools as part of a two year agreement for Fiscal Years 2004-05 and 2005-06 to help the State contend with its budget crisis. The County's Fiscal Year 2005-06 General Purpose Revenues budget reflects the second \$27.5 million reduction in property tax revenues.

For this planning period, an overall growth rate of 9.7% is estimated (\$63.6 million) compared to the Fiscal Year 2004-05 Adopted Operational Plan. It should be emphasized that these estimated revenues were determined by considering the major structural changes that were introduced and adopted in the State of California's Fiscal Year 2003-04 and 2004-05 budgets, the passage of SB 1096 and AB 2115, and the voters' approval of Proposition 57 in March 2004 and Proposition 1A in November 2004. Fundamental changes have been made with significant impact to the County's

discretionary General Purpose Revenue sources. First, the State eliminated the entire amount of the County's general purpose Vehicle License Fee (VLF) revenue, which constituted approximately 30% of the County's General Purpose Revenues from Fiscal Years 2001-02 through 2003-04. Previously, general purpose VLF revenue was a State controlled distribution of taxes imposed on vehicle owners based on the value of the vehicles. The State replaced this revenue with a transfer from the Educational Revenue Augmentation Fund (ERAF) to each County's VLF Property Tax Compensation Fund. (The State required counties to establish an ERAF in Fiscal Year 1992-93 to capture the prescribed amounts of property tax to be shifted from local governmental agencies to local schools.) Further, the State redirected one-quarter cent of local sales and use tax to the State, and replaced it with a transfer from ERAF to each County's Sales and Use Tax Compensation Fund. Because Fiscal Year 2004-05 was the first full year these changes were implemented, components of these changes continue to be refined and assessed by the State and by local governments.

Property Tax Revenues, (\$400.5 million in Fiscal Year 2005-06 and \$427.8 million in Fiscal Year 2006-07), including current secured and unsecured, at 55.5% of the total, are the most significant source of General Purpose



General Purpose Revenues

Revenues. For the last five years local property tax growth has been high (8.2% average annual growth excluding the State's 2004-05 property tax shift to schools) due to the County's strong overall economy and healthy real estate markets. At present, real estate activity is still strong due to stable, historically low mortgage rates, the limited supply of housing for sale, and the area's population growth. Property tax assessments are based on the value of County real and personal property. As noted above, per the two-year agreement with the State, the County anticipates relinquishing \$27.5 million in property tax revenues to the ERAF for Fiscal Year 2005-06. Despite this loss, property tax revenues in Fiscal Year 2005-06 are forecast to be \$40.9 million or 11.3% higher than budgeted for Fiscal Year 2004-05. With projected moderate growth in employment and income levels and housing values, property tax revenue growth of 6.8% or \$27.3 million is expected in Fiscal Year 2006-07. This growth estimate excludes the restoration of the \$27.5 million scheduled for Fiscal Year 2006-07 because of the significant uncertainty with respect to the State's ability to achieve a balanced budget in that year without re-borrowing local resources. Further complicating property tax revenue projections is the question of whether the distribution of supplemental property taxes changes as a result of tying the growth of revenues from the VLF Property Tax Compensation Fund to the increase in assessed value (see discussion below). If the distribution changes, the result would be positive for the County. It is premature, however, to factor these additional resources into our Operational Plan until this question is resolved.

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 27.8% (an estimated \$200.5 million) of projected General Purpose Revenues in Fiscal Year 2005-06 and 28.3% (\$215.6 million) in Fiscal Year 2006-07. As noted above, this revenue source replaces the previous distribution of vehicle license fees to local governments. In Fiscal Year 2004-05, the State established initial allocations from the VLF Property Tax Compensation Fund to cities and counties.

The allocations for Fiscal Year 2005-06 are to be calculated based on a formula that takes into account adjusted actual allocations for Fiscal Year 2004-05 and growth in gross taxable assessed value in each county. The adjusted actuals are expected to not be available until September 2005. Absent knowing what the adjusted base will be, we have conservatively estimated receiving an amount equal to the original Fiscal Year 2004-05 State determined allocation. Early indications, however, indicate that there may be some improvement in this funding source as well.

This VLF/ERAF swap of funds follows State action during Fiscal Year 2003-04 to suspend VLF backfill payments during the first three months of that year. By August 2006 (Fiscal Year 2006-07), the State is required to make a one-time payment to counties and cities to make up for that suspension. The "loan" amount to be repaid to the County of San Diego is approximately \$60.0 million. On February 8, 2005, the Board of Supervisors authorized the securitization of the Vehicle License Fee (VLF) gap loan. As a result, the amount of the County's VLF gap loan will be paid to the providers of the securitization proceeds. The funds received were allocated by the Board to pay down approximately \$25.0 million of the County Retirement Fund's Unfunded Actuarial Accrued Liability (UAAL) and to pay \$32 million of the cost of developing a new Integrated Property Tax System (IPTs) in lieu of debt financing the project.

Sales & Use Tax Revenue & In Lieu Local Sales & Use Tax, (\$21.2 million in Fiscal Year 2005-06 and \$22.1 million in Fiscal Year 2006-07) represents about 2.9% of General Purpose Revenues and is derived from taxable sales by businesses located in unincorporated County areas. Its growth is generally impacted by population and income but is primarily due to economic development and new business formation in the County. These amounts reflect both the Sales Tax revenues and the In Lieu Local Sales & Use Tax replacement funding that will be transferred from ERAF. Again, effective July 1, 2004, provisions of AB7 X1, one of the 2003-04 State budget bills referred to as the "triple flip,"



took effect. It enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to \$15 billion in bonds authorized by Proposition 57 (March 2004) to help the State refinance its past debt. In turn, the lost revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF. Retail sales remain relatively strong in the unincorporated area with a before-triple-flip-adjustment sales tax growth of \$0.6 million (3.0%) over the Fiscal Year 2004-05 Operational Plan in Fiscal Year 2005-06. Sales Tax growth, including the triple flip adjustment amount, in Fiscal Year 2006-07 is anticipated to be \$0.8 million (4.0%) over Fiscal Year 2005-06.

Real Property Transfer Tax Revenue (RPTT) for Fiscal Year 2005-06 is expected to reach \$26.3 million, a 46.3% increase over the Fiscal Year 2004-05 Adopted Operational Plan (\$18 million), reflecting growth primarily in residential activity as well as in industrial and retail real estate activity. A decrease of \$3.0 million or 11.4% is expected in Fiscal Year 2006-07. The anticipated drop in Fiscal Year 2006-07 revenues is based on anticipated slowing in housing turnover and new construction. The Real Property Transfer Tax is paid when any lands, tenements, or other realty exceeding \$100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate, set by the State, is \$1.10 per \$1,000 of assessed valuation. The

County collects 100% of all the transactions in the unincorporated area and 50% of the transactions in the incorporated areas.

Other Revenues for Fiscal Year 2005-06 are expected to total \$72.5 million and increase to \$74.2 million in Fiscal Year 2006-07. The Fiscal Year 2005-06 Proposed Operational Plan other revenues amount represents a 16.2% or \$10.1 million increase over the Fiscal Year 2004-05 Adopted Budget total. Various revenue sources make up this category including interest on deposits, fines, fees and forfeitures, redevelopment agency tax increment, prior year adjustments on property taxes, franchise revenue, aid from the City of San Diego in lieu of booking fees, and other miscellaneous revenues.

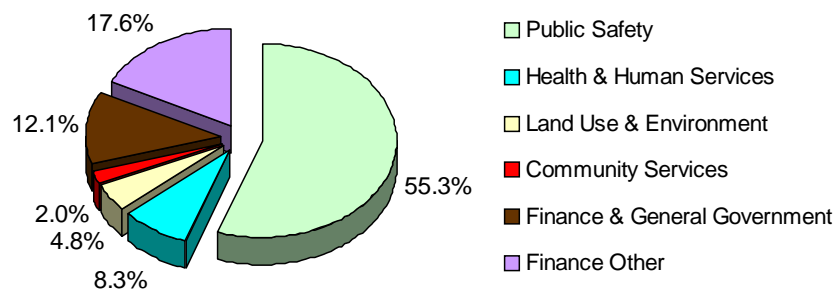
In Fiscal Year 2005-06, the increased revenues are primarily due to a budgeting adjustment for interest revenue (\$7.0 million) related to the County's short term cash borrowing program. In the past, premiums from the Cash Borrowing Program were accounted for as offsets to expense. However, they are now reflected as additional revenue based on current accounting practices. This increased revenue offsets the higher appropriations in the Cash Borrowing Program necessary to reflect the coupon rate on the Tax and Revenue Anticipation Notes (TRANs) rather than the net rate after the premium is applied.



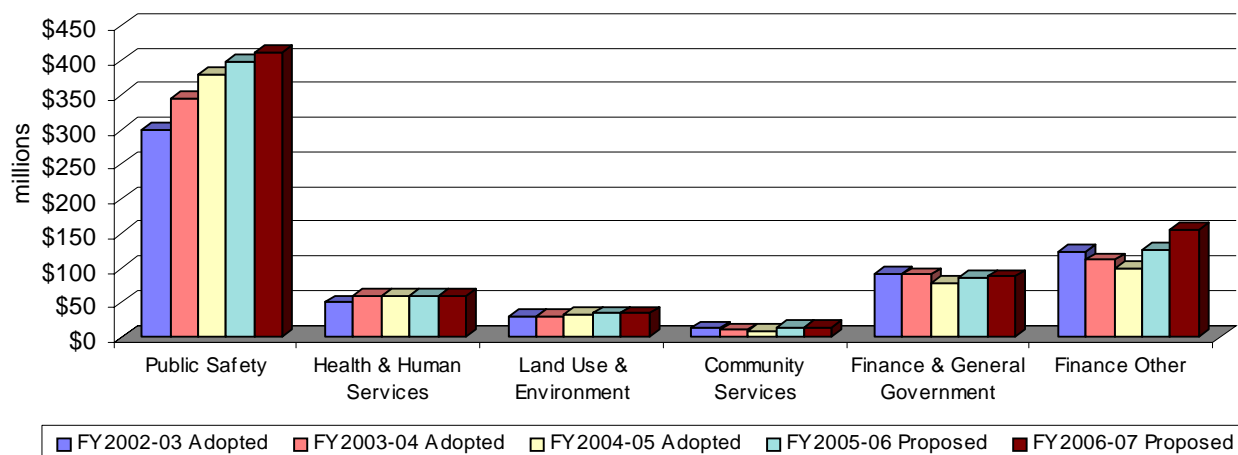
Allocation of General Purpose Revenues by Group

General Purpose Revenues are allocated annually based on the strategic direction of the County as set by the Board of Supervisors. They are used to provide services or programs where program revenues are either limited or non-existent. The Public Safety Group, at 29% of the County's total budget, is proposed to spend 55% of the County's General Purpose Revenues. By contrast, the Health and Human Services Agency's budget represents 44% of the County total, but is proposed to receive 8% of the General Purpose Revenues. These allocation decisions are the result of a combination of available program revenues, federal/State service delivery mandates, and priorities set by the Board of Supervisors. The Public Safety

**General Purpose Revenue Allocation
by Agency/Group
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





General Purpose Revenues

General Purpose Allocations by Agency/Group (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	Fiscal Year 2006-07 Proposed Budget
Public Safety	\$ 300.1	\$ 345.8	\$ 379.5	\$ 398.5	\$ 411.3
Health & Human Services	50.1	59.5	58.9	60.1	60.1
Land Use & Environment	29.3	29.3	33.3	34.4	33.9
Community Services	12.6	10.1	8.6	14.4	14.6
Finance & General Government	92.1	90.1	77.8	86.9	87.4
Finance Other	123.8	111.7	99.3	126.7	155.7
Total	\$ 608.0	\$ 646.5	\$ 657.4	\$ 721.0	\$ 763.0

Group provides services that receive limited federal and State funding, while the Health and Human Services Agency provides services that are mandated at some level by the federal and State governments and thus receive significant amounts of Program Revenue.

In Fiscal Year 2005-06, allocations are expected to increase by \$63.6 million, matching the increase in General Purpose Revenues. Fiscal Year 2006-07 allocations are proposed to increase an additional \$42.0 million.

Increased allocations in Fiscal Year 2005-06 are proposed to be used to fund such items as negotiated salary and benefit increases, major maintenance projects in buildings used by the public every day, Multiple Species Conservation Program (MSCP) land acquisition, support for the Registrar of Voters' electronic voting system and increased multi-language requirements for voting materials, additional staff resources in the Public Defender and Alternate Public

Defender departments to allow those agencies to accept all court appointed cases, and additional staffing in the Probation Department to provide the Court with additional sentencing alternatives for juveniles and to enhance supervision of adult offenders. The allocation increase for the Sheriff will provide funding for essential equipment and services to maintain readiness and safety, support the operation and maintenance costs associated with two new fire and life safety helicopters, add resources for the increased costs of operating jail facilities and for major maintenance projects to ensure safety and extend the life of facilities, and support increased costs of pharmaceuticals required for jail inmates. Further detail is provided in the Agency/Group and Department sections that begin on page 67. The above charts and table show the amount of General Purpose Revenues proposed to be used to support each Agency/Group for Fiscal Years 2005-06 and 2006-07.

Capital Projects

Capital Projects

The Capital Program Funds include proposed appropriations for new capital projects as well as previously approved but not yet completed capital projects. The following chart depicts the distribution of those appropriations.

Capital Appropriations

	Dollar Amount	Number of Projects
Appropriation Increases for New & Existing Capital Projects (2005–2006)		
Capital Outlay Fund	\$ 3,707,000	9
Total—New Projects	\$ 3,707,000	9
Projects Underway		
Public Safety Group	\$ 10,202,181	18
Health & Human Services Agency	84,365,404	7
Land Use & Environment Group	39,687,437	103
Community Services Group	13,404,581	22
Finance & General Government Group	9,376,925	2
Total—Projects Underway	\$ 157,036,528	152
Grand Total	\$ 160,743,528	161

The Capital Program section of this Operational Plan on page 377 highlights major projects and includes a schedule of lease-purchase payments related to previously completed debt financed projects.

Projected Reserves and Resources

Projected Reserves and Resources

The County maintains a prudent level of reserves for various purposes. The tables below display the reserves and other available resources as of July 1, 2004 and the anticipated reserves and other available County resources as of July 1, 2005.

Projected County Reserves and Resources (in millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget
General Reserve	\$ 55.5	\$ 55.5
General Fund Contingency Reserve-Operations	15.6	15.6
Agency/Group Management Reserves	11.7	14.3
Debt Service Reserves	23.4	22.2
Environmental Trust Fund Reserves	84.1	76.3
Endowment Fund Tobacco Securitization SR	346.5	340.7
Workers' Compensation Reserve	34.0	37.4
Public Liability Reserve	19.5	19.5
Total County Reserves and Resources	\$ 590.3	\$ 581.5

Fund Balance Designations (General Fund only)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget
Designated-E10K Complex	\$ 5.4	\$ 2.2
Designated-ERP Property Tax	10.4	0.0
Designated-Sheriff Capital Project	3.0	3.0
Designated-Dept. of Voter Registration	0.5	0.0
Designated-Planning and Land Use	2.0	2.0
Designated-Environmental Health	2.4	3.6
Total Fund Balance Designations	\$ 23.7	\$ 10.8

General Reserve — The \$55.5 million is set aside for any unforeseen catastrophic situations. By law, except in cases of a legally declared emergency, the General Reserve may only be established, cancelled, increased or decreased at the time of adopting the budget.

General Fund Contingency Reserve — The Contingency Reserve is appropriated for unforeseen economic and operational uncertainties during the fiscal year.



Projected Reserves and Resources

Agency/Group Management Reserves— Appropriations established at the Agency/Group or department level to fund unanticipated items during the fiscal year.

Debt Service Reserves— These amounts represent the portion of bond proceeds for various County certificates of participation that are set aside in a reserve. These amounts provide assurance to the certificate holder that amounts are available in a reserve should the County not be able to make a lease payment from currently budgeted resources.

Environmental Trust Fund Reserves— Proceeds from the sale of the County's Solid Waste System on August 12, 1997 were set aside in trust to fund inactive/closed site management for approximately 30 years.

Tobacco Securitization Endowment Fund— The County established the Tobacco Securitization Endowment Fund in January 2002. In lieu of receiving the Tobacco Settlement revenue on an annual basis, the County securitized the payment stream and deposited the proceeds of \$412.0 million into the Tobacco Securitization Endowment Fund. Based on current assumptions of portfolio yield, these proceeds will enable the County to fund approximately \$27.3 million of health care programs annually through approximately 2020.

Workers' Compensation Reserve— Established for Workers' Compensation Claims liability. This reserve is reviewed annually. For Fiscal Year 2005-06 \$3.4 million will be added to the Workers' Compensation Reserve, and in 2006-07, \$4.2 million will be added to the Reserve.

Public Liability Reserve— Established to reflect contingent liabilities. An annual actuarial assessment is done to validate that the County is maintaining sufficient reserves. Currently, the available fund balance is more than double the actuarial requirement.

Fund Balance Designations (General Fund only)— The Board has determined from time to time that certain amounts of fund balance be designated for particular purposes. Balances can increase or decrease depending upon

whether the funds are being accumulated for later use or are being used because of fluctuating workloads or to make scheduled payments over a limited time. The current designations include the following:

- **Designated-E10K Complex**— This designation is for the first few years of the maintenance and support costs for the Enterprise Resource Planning system server complex as the County transitions from its previous mainframe and legacy systems environment.
- **Designated-ERP Property Tax System**— This designation was eliminated in 2004-05 upon the Board's decision to use a portion of the proceeds of the VLF securitization to pay for the new Integrated Property Tax System. The accumulated balance will be used for other one-time projects.
- **Designated-Sheriff Cap Project**— Established in Fiscal Year 1999-2000, this designation set aside revenue for future departmental capital expenditures
- **Designated-Dept. of Voter Registration**—The designation was established in Fiscal Year 2003-04 to provide sustained funding for those election years with few billable participating jurisdictions. In 2005-06, the department proposes to use the remaining balance of \$451,965 due to the deferral of funding from the State for SB90 Mandated Activities.
- **Designated-Planning and Land Use**— The Building/ Code Enforcement designation is set aside to balance revenue to costs for work in progress in coming fiscal years. The designation ensures that excess revenue over cost paid by Department of Planning and Land Use (DPLU) customers is used only to fund expenses related to building permit activities.
- **Designated-Environmental Health**— In Fiscal Year 2003-04, the Department of Environmental Health (DEH) established the fund balance designation to set aside any excess revenue over cost each fiscal year for use in a subsequent fiscal year when costs exceed revenue.



Projected Reserves and Resources

The designation ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.

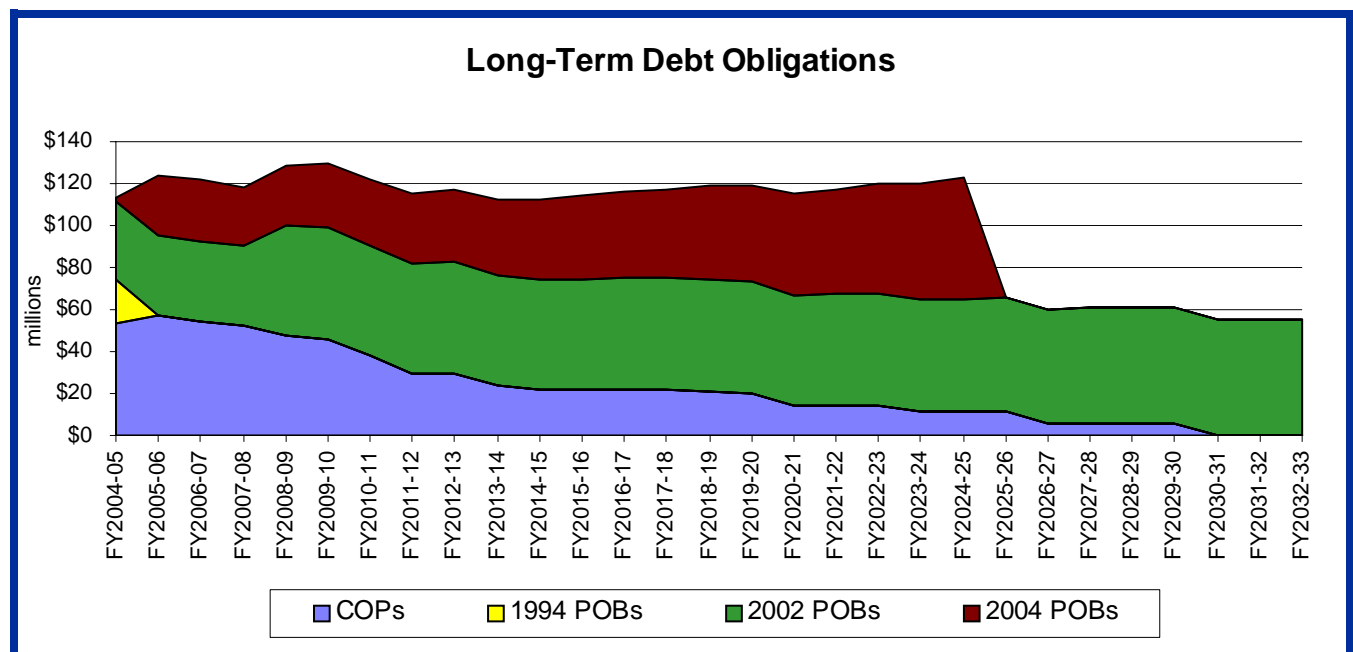
Long- and Short-Term Financial Obligations

Long-Term Obligations

The County has no outstanding general obligation bonds. The County's outstanding long-term principal bonded debt as of March 1, 2005 is:

Outstanding Principal Bonded Debt
(in millions)

	Dollar Amount
Certificates of Participation	\$ 433.6
Pension Obligation Bonds	1,252.2
Redevelopment Agency Revenue Bonds	4.3
Total	\$ 1,690.1



The chart above shows the County's scheduled debt service payments through Fiscal Year 2032-33, including certificates of participation (COPs) and pension obligation

bonds (POBs). The following discussion explains the nature and purpose of each of these and other long-term financing instruments used by the County.



Certificates of Participation (COPs) were first used in 1955 with the financing of the El Cajon Administrative Building. Since then, the County has made use of various lease arrangements with certain financing entities such as joint powers authorities, the San Diego County Capital Asset Leasing Corporation, or similar nonprofit corporations. Under these arrangements the financing entity usually constructs or acquires capital assets with the proceeds of lease revenue bonds or certificates of participation and then leases the asset or assets to the County.

Taxable Pension Obligation Bonds (POBs) have been issued on three occasions by the County to reduce the unfunded actuarial accrued liability (UAAL) of the San Diego County Employees Retirement Association (SDCERA) on a lump sum basis rather than make actuarially determined amortized payments over a specified period of years. The size of the UAAL is determined annually by an actuary and can increase or decrease depending on changes in actuarial assumptions, earnings of the assets of the fund, and retiree benefits. POBs totaling \$430.4 million were first issued by the County in February 1994.

The County then issued \$737 million of Taxable Pension Obligation Bonds on October 3, 2002 of which \$550 million went to the San Diego County Employees Retirement System (SDCERA) to reduce the UAAL. The remaining proceeds were used to escrow a portion of the County's 1994 Pension Obligation Bonds in order to take advantage of the lower interest rates, and to pay for related costs of issuance.

In June of 2004, the County of San Diego issued a third series of taxable POBs in the amount of \$454.1 million of which \$450.0 million went to the SDCERA thus reducing the unfunded accrued actuarial liability. The remaining proceeds were used to pay for related cost of issuance.

On September 27, 2004, the County of San Diego (the "County") deposited with BNY Western Trust Company (the "Trustee") approximately \$63.5 million (the

"Deposit"), of which \$45.9 million was General Fund money. Such funds were invested in an Investment Agreement (the "Investment Agreement") entered into by the Trustee and an obligor. The obligations of the obligor under the Investment Agreement are guaranteed by American International Group, Inc. ("AIG"), which has been assigned long-term credit rating from Moody's Investors Service and Standard & Poor's Rating Services of "Aaa" and "AAA," respectively. Under the Investment Agreement, the obligor will make payments to the Trustee in July of each of 2005, 2006, and 2007 in amounts which will be sufficient to meet the County's remaining annual payment obligations to a counterparty under a Debt Service Forward Sale Agreement (the "Forward Agreement") currently in effect for the County's Taxable Pension Obligation Bonds, Series A (the "1994 POB Bonds") until the final maturity of the 1994 POB Bonds on August 15, 2007. In exchange for the County's annual payments, the Forward Agreement requires the counterparty thereto to deposit securities (which must be non-callable obligations issued or guaranteed by the United States of America or certain instrumentalities or agencies of the United States of America) into the Bond Fund relating to the 1994 POB Bonds the cash flows of which are sufficient to pay each scheduled payment of principal and interest on the 1994 POB Bonds during the applicable fiscal year.

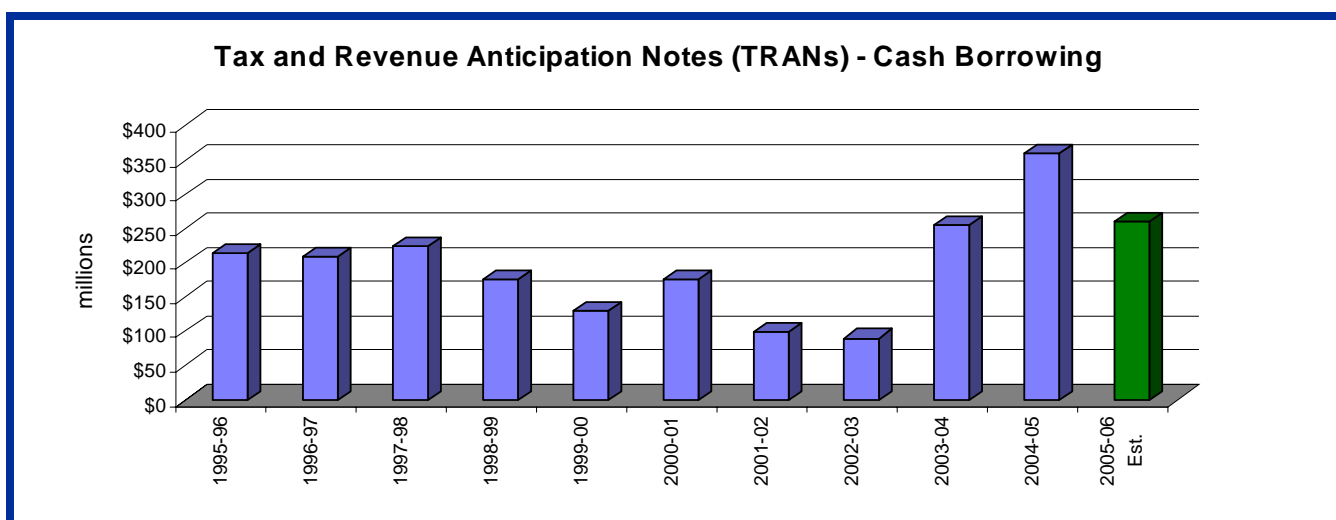
The 1994 POB Bonds will remain outstanding until their regularly scheduled maturities; if the obligor under the Investment Agreement, and AIG under its related guaranty, or the counterparty to the Forward Agreement defaults in its respective obligations for any reason, the County remains obligated to make any affected payment of principal of and interest on the 1994 POB Bonds.

Redevelopment Agency Revenue Bonds were issued on September 12, 1995 by the Redevelopment Agency of the County of San Diego in the amount of \$5.1 million and are obligations of the Agency. The proceeds were used by the Agency to finance the construction of public improvements at Gillespie Field.



Long- and Short-Term Financial Obligations

Short-Term Obligations



During the course of the fiscal year, the County experiences temporary shortfalls in cash flow due to the timing of expenditure and receipt of revenue. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANs). In addition, the County borrows cash to support the Teeter Plan.

Tax and Revenue Anticipation Notes (TRANs) borrowing for Fiscal Year 2005-06 is projected to be issued in the principal amount of \$260 million. The chart above shows TRANs borrowing for the past 10 years and the estimated amount for Fiscal Year 2005-06.

Short-Term Teeter Obligation notes are secured by future collections of delinquent property taxes and are used to provide various taxing agencies the amount of their property taxes without regard to such delinquencies. For Fiscal Year 2005-06, based on outstanding balances for current Teeter Obligation notes and projected tax revenues, approximately \$72.0 million will be borrowed for this purpose.

Credit Rating and Long-Term Obligation Policy

Credit Rating and Long-Term Obligation Policy

The County of San Diego's credit ratings are:

Credit Ratings			
	Moody's	Standard & Poor's	Fitch IBCA, Duff & Phelps
Certificates of Participation	A1	AA-	AA-
Pension Obligation Bonds	Aa3	AA-	AA-
Issuer Credit Rating	Aa2	AA	
Pool		AAAf/S1	

Credit Rating

The last long-term review by the three rating agencies was during the issuance of the County's \$112.4 million of Certificates of Participation for the Edgemoor Project and 1996 Regional Communication System Refunding. All three rating agencies affirmed the County's ratings as listed above. In Moody's January 2005 Rating Outlook section of the credit write-up, Moody's stated that the County's financial position has remained sound largely as a result of strong management aided by a healthy local economy.

The last short-term analysis by the rating agencies was during the May and June 2004 short-term borrowing program whereby the County received the ratings of MIG-1, SP1+ and F1+ from Moody's, Standard & Poor's, and Fitch Ratings respectively. These are the highest short-term ratings possible.

The San Diego County Investment Pool continues to hold an AAAf/S1 rating from Standard & Poor's. The rating reflects the extremely strong protection the pool's portfolio investments provide against losses from credit defaults. The pool invests primarily in 'AAA' or 'A-1/P-1/ F-1' rated securities. The 'S1' volatility rating signifies that the pool possesses low sensitivity to changing market conditions given its low-risk profile and conservative investment policies.

Long-Term Obligation Policy

The County incurs short and long-term obligations to benefit the residents of the County of San Diego. Therefore, the management of the County's obligations are an important component of the County's financial management. In order for decision makers such as the Chief Administrative Officer, our governing board and County departments to make decisions, parameters need to be set to avoid inconsistencies in goals, existing policy and to avoid case by case situations. The County Board of Supervisors adopted Board Policy B-65, Long-Term Obligations Management on August 11, 1998. This policy, along with the rating agencies' analysis, has been the foundation for the issuance and management of the County's long-term obligations. The Policy centralizes the issuance, information, and post-closure requirements for long-term obligations. Key points included in the policy are:

- The amount of variable rate exposure,
- The establishment and members of a Debt Advisory Committee to review and assess the feasibility of long-term obligations for the County of San Diego (including ability to repay the obligation) or conduit financings and make recommendations to the board of supervisors,
- Compliance with all on-going disclosure requirements, and



Credit Rating and Long-Term Obligation Policy

- Monitoring of earnings on proceeds and rebate excess earnings as required to the US Treasury.

The County is also a conduit issuer on various financings, whereby the County issues tax-exempt long-term indebtedness on behalf of a qualifying entity that is

responsible for all costs in connection with the issuance and repayment of the financing. Debt issued under the conduit program is not considered to be a debt of the County. The following chart reflects the County's outstanding conduit issuances:

Outstanding Conduit Issuances

	Final Maturity Dates	Original Principal Amount	Principal Amount Outstanding
Conduits			
1998 Sharp	2028	\$ 112,020	\$ 104,575
1998 San Diego Natural History Museum	2028	15,000	13,800
1999 Burnham Institute	2029	51,500	49,100
2000 San Diego Museum of Art	2030	6,000	6,000
2000 Salk Institute	2031	15,000	14,305
2001 University of San Diego	2041	36,870	33,230
2002 San Diego Imperial Counties	2027	10,750	10,250
2003 Chabad	2023	11,700	11,700
2003 San Diego Jewish Academy	2023	13,325	13,325
2004 Museum of Contemporary Art	2034	13,000	13,000
Total Conduits		\$ 285,165	\$ 269,285
Housing			
1999 Laurel Village West	2014	\$ 1,670	\$ 1,134
2001 Village West	2031	4,438	4,218
2002 Spring Valley	2020	3,250	3,147
Total Housing		\$ 9,358	\$ 8,499



Authority to Finance and Bond Ratios

The following table lists the legal statutes authorizing the County of San Diego to issue short- and long-term obligations and, if applicable, the legal authority on maximum bonded indebtedness. All short- and long-term obligations must be issued to conform with State and local laws and regulations. The basic constitutional authority for State and local entities to issue short- and long-term obligations is in the Tenth Amendment of the Constitution. To issue short- or long-term obligations within the state of California, a political subdivision must have either express or implied statutory authority.

Issuance Authority

ISSUER	LEGAL AUTHORITY
County of San Diego	General: Government Code Section 29900
	Maximum Indebtedness: Government Code Section 29909
	Short Term: TRANS Government Code Section 53850, Commercial Paper, Teeter Revenue & Tax Code Section 4701
	Pension Obligation Bonds: Government Code Section 53580
Joint Powers Authority	Government Code Section 6500
Redevelopment Agency	Health and Safety Code Section 33000
Housing Authority	Health and Safety Code Section 34200
	Multifamily Bonds Health and Safety Code Section 52075
Mello-Roos Community Facilities District	Government Code Section 53311
Nonprofit Corporation	Corporations Code Section 5110
Assessment Bonds	Street & Highway Code Section 5005

State constitutional limitations prohibit cities, counties, and school districts from entering into indebtedness or liability exceeding in any year the income and revenue provided for such year unless the local agency first obtains two-thirds voter approval for the obligation.

However, there are three major exceptions to the debt limit which have been recognized by the California courts. The three exceptions are the *Offner-Dean lease exception*, the *special fund doctrine*, and the *obligation imposed by law*.

The *Offner-Dean lease exception* provides that a long-term lease obligation entered into by an agency will not be considered an indebtedness or liability under the debt limit if the lease meets certain criteria.

The *special fund doctrine* is an exception to the debt limit which permits long-term indebtedness or liabilities to be incurred without an election if the indebtedness or liability is payable from a special fund and not from the entity's general revenue. An example of a special fund would be one



Credit Rating and Long-Term Obligation Policy

consisting of enterprise revenue which is used to finance an activity related to the source of the revenues, such as the activity of the enterprise.

Courts have applied the *obligation imposed by law exception* to indebtedness used to finance an obligation imposed on the local agency by law. The theory of this exception is that the obligation is involuntary, thereby making the act of putting the question to the voters meaningless.

The County has no outstanding general obligation bonds. As noted previously, the long-term obligations are either pension obligation bonds that are permitted under the “obligation imposed by law” exception or are lease purchase obligations as permitted under the *Offner-Dean lease exception*.

Bond Ratios

Useful bond ratios to management, general public, and investors are as follows:

Bond Ratios			
	Fiscal Year 2002-03	Fiscal Year 2003-04	Fiscal Year 2004-05
Net Bonded Debt (in millions)*	\$ 1,191.8	\$ 1,623.8	\$ 1,663.7
Net Bonded Debt per Capita	\$ 402	\$ 538	\$ 544
Ratio of Net Bonded Debt to Assessed Value	0.51 percent	0.64 percent	0.59 percent

*Net Bonded Debt excludes Redevelopment Agency Revenue Bonds and is a net of debt service reserves (estimated at \$22.2 million for Fiscal Year 2005-06).

Note: If the County were to issue general obligation bonds, the debt limit pursuant to Government Code Section 29909 would be 5% of the taxable property of the County. As of Fiscal Year 2004-05, the gross assessed value in the County was \$280.8 billion. The debt limit would, therefore, be \$14.0 billion.

Financial Planning Calendar

Ongoing

Organizational Goals—The Board of Supervisors provides ongoing policy direction to the Chief Administrative Officer (CAO). The CAO, in conjunction with his Executive Team, reviews the County’s mission, strengths, and risks to develop and refine the Strategic Plan which defines the County’s long-term goals.

November–February

Five-Year Goals—The CAO, General Managers, and Chief Financial Officer (CFO) develop the Five-Year Financial Forecast of revenues and expenditures, and a preliminary analysis of key factors impacting this analysis. In coordination with the CFO, the Agency/Groups and their respective departments develop preliminary short- and medium-term operational objectives that contribute to meeting the Strategic Plan goals, and allocate the necessary resources to accomplish the operational objectives.

March–April

Preparation of Proposed Operational Plan—Agency/Groups and Departments plan specific objectives as part of the preparation of the Operational Plan. Objectives are clear and include measurable targets for accomplishing specific goals. The Operational Plan includes discussion of the proposed resources necessary to meet those goals, as well as a report of the accomplishments of the prior year.

May

Submission of the Proposed Operational Plan—The CAO submits a two fiscal year Proposed Operational Plan to the Board. The Board accepts the CAO’s Proposed Operational Plan for review, publishes required notices, and schedules public hearings.

June

Public Review And Hearings—The Board conducts public hearings on the Operational Plan for a maximum of ten days. This process commences with Community Enhancement Program presentations.

All requests for increases to the Proposed Operational Plan must be submitted to the Clerk of the Board in writing by the close of public hearings. Normally, the CAO submits a Proposed Change Letter recommending modifications to the Proposed Operational Plan. Additionally, Board members may submit Proposed Change Letters.

Deliberations—After the conclusion of public hearings, the Board discusses with the CAO and other County officials as necessary the Proposed Operational Plan, requested amendments, and public testimony. Based on these discussions, the Board may modify the CAO’s Proposed Operational Plan. The Board’s deliberations are scheduled for one week and are generally completed by the end of June.

August

Adoption of Budget—Subsequent to completing deliberations, all Board approved changes are incorporated into the Operational Plan and are included in a Line-Item Budget format which contains the first year of the Plan for the Board’s adoption. In addition to adopting the Line-Item Budget, by accepting the Operational Plan the Board approves in concept the second year of the Plan. The Board may also approve a supplemental plan resolution, reflecting final estimates of fund balance, property taxes, and the setting of appropriation limits.

Summary Of Related Laws, Policies, and Procedures

California Government Code

Government Code Sections §29000 through §30200 provide the statutory requirements pertaining to the form and content of the State Controller's prescribed Line-Item Budget.

Charter

Section 703.4—The Chief Administrative Officer (CAO) is responsible for all Agency/Groups and their departments and reports to the Board of Supervisors on whether specific expenditures are necessary.

Administrative Code

Sections 115–117—The CAO is responsible for budget estimates and submits recommendations to the Board of Supervisors.

Board Of Supervisors Policies

A-91 Mid-Year Budget Changes—restricts mid-year appropriations to responses to mandated or emergency issues only.

B-29 Fees, Grants, Revenue Contracts—provides a methodology and procedure to encourage County departments to recover full cost for services whenever possible.

B-51 Grants, Awards & Revenue Contracts—requires County departments to certify in writing that a proposed activity or project funded primarily by the State or federal government would be worthy of expending County funds if that outside funding were not available.

M-26 Legislative Policy—Long-Term Financing of County Government—calls on the Legislature to redress inequitable State funding formulas.

Administrative Manual

0030-13 Budget Program/Project Follow-Up—Sunset dates will be placed on programs intended to have limited duration, and related staff and other resources will not be shifted to other activities without the Board of Supervisors' approval.

0030-14 Use Of One-Time Revenues—One-time revenue will be appropriated only for one-time expenditures such as capital projects or equipment, not to ongoing programs.

0030-17 General Fund Reserve—This reserve would provide a sound fiscal base for the County's budget to meet the emergency requirements of extraordinary events.

0030-18 Transfer Of Excess Cash Balances To General Fund—This provides for excess bond proceeds from Joint Powers Agency activities to be transferred to County use.

0030-19 Revenue Match Limitations—Revenue matches will be limited to the mandated level unless clear justification is provided which results in a waiver of this policy by the Board of Supervisors.

Basis of Accounting

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets. Trust and Agency funds are custodial in nature and do not involve measurement of results of operations.

All proprietary funds, the pension trust fund and the investment trust fund are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the



balance sheet. Fund equity for the proprietary funds (i.e., total net assets) is segregated into net assets invested in capital assets, net of related debt, and restricted net assets on the County's Comprehensive Annual Financial Report. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets. Financial Accounting Standards Board Statements issued after November 30, 1989 are not applied in reporting proprietary fund operations.

Governmental fund types are accounted for using the modified accrual basis of accounting. Revenues are recognized when susceptible to accrual (i.e., both measurable and available). Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The County considers this to be one year. In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the individual programs are used as guidance. Revenues that are accrued include property taxes, sales tax, interest, and State and federal grants and subventions.

Expenditures are generally recognized when the related fund liability is incurred. Exceptions to this general rule include: principal and interest on long-term debt is recognized when due; prepaid expenses are reported as current period expenditures, rather than allocated; and accumulated unpaid vacation, sick leave, and other employee benefits are reported in the period due and payable rather than in the period earned by employees.

Proprietary fund types, the pension trust fund, the investment trust fund, and agency fund are accounted for on the accrual basis of accounting. Their revenues are recognized in the period earned and expenses are recognized in the period incurred. There are no unbilled utility service receivables for the proprietary fund types.

General Budget Policies

Governmental Funds- An operating budget is adopted each fiscal year for the governmental funds. The annual resolution adopts the budget at the summary level of expenditures within departments. The County's financial statement, the Comprehensive Annual Financial Report (CAFR), is prepared using generally accepted accounting principles (GAAP). Budgets for the governmental funds are adopted and evaluated on a basis of accounting that is different from GAAP.

The major areas of differences are:

- The budgets for some County agencies ("blended component units") that are presented in the CAFR, such as the In-Home Supportive Services Public Authority, are not presented in this document. The Board reviews them separately.
- Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) are reported in the CAFR as budgeted expenditures in the year the commitment to purchase is incurred. In this document, however, year-end encumbrances at June 30, 2004 are not treated as expenditures of Fiscal Year 2003-04. For GAAP purposes in the fund financial statements of the CAFR, encumbrances outstanding at fiscal year-end are reported as reservations of fund balances and do not constitute expenditures and liabilities, because the appropriations for these commitments will be carried forward and the commitments honored in the subsequent fiscal year.
- Long-term capital lease obligations are not budgeted as an expenditure and source of funds in the year the asset is acquired. Under a GAAP basis, in the fund financial statements such obligations are included as an expenditure and source of funds in the year the asset is acquired.



Summary Of Related Laws, Policies, and Procedures

- Loans and deposits to other agencies, if any, and their subsequent repayments are budgeted as expenditures and revenues, respectively. Under a GAAP basis in the fund financial statements, these items are not recognized as expenditures and revenues.
- On a budgetary basis, unrealized gains and losses on the fair value of investments are not recognized. For GAAP purposes, such gains or losses are recognized.

Proprietary funds- The Board of Supervisors approves an annual spending plan for proprietary funds. Although the adopted expense estimates are not appropriations, their budgetary controls are the same as those of the governmental funds. Because these funds collect fees and revenues generally to cover the cost of the goods and services they provide, their accounting and budgeting bases are closer to commercial models. Budgeting, like accounting, is done on the accrual basis and generally according to GAAP.

Some exceptions are:

- Certain funds are budgeted as governmental funds but are reported as proprietary funds; the most significant difference is that depreciation is not budgeted. Depreciation is not included in the budgets for the Sanitation and Sewer Maintenance Special Districts.
- Adjustments to inventory valuations are not budgeted.

All funds- Changes in reservation and designation of fund balance are budgeted as appropriations (expenditures) or revenues; for GAAP purposes, they are neither.

Appropriations may be adjusted during the year with the approval of the Board of Supervisors; additionally, Group and department managers are authorized to approve certain transfers of appropriations within a department. Such adjustments are reflected in the final budgetary data as presented in the CAFR. Accordingly, the legal level of budgetary control by the Board of Supervisors is the department level.

County of San Diego Budget Documents

Operational Plan Documents

Several documents are produced to aid in budget development and deliberations:

CAO Proposed Operational Plan- is a comprehensive overview of the Chief Administrative Officer's (CAO) proposed plan for the County's operations for the next two fiscal years, including:

- Summary tables showing the balance of revenues and expenditures for all County funds.
- A listing of planned capital projects.
- A summary of the County's short- and long-term debt.
- A detailed section by Agency/Group and Department/program describing their missions, prior year accomplishments, operating objectives, revenue amounts and sources, expenditures by category, staffing by program, and performance measures.
- Other supporting material including a glossary.

Change Letters-are proposed changes to the CAO Proposed Operational Plan submitted by the CAO and members of the Board of Supervisors. The CAO Change Letter updates the CAO Proposed Operational Plan with information that becomes available after the document is presented to the Board of Supervisors. Such modifications may be due to Board actions that occurred subsequent to the submission of the CAO Proposed Operational Plan or recent changes in State or federal funding. The CAO Change Letter typically contains:

- A schedule of revisions.
- A summary of Agency/Group adjustments.
- Highlights of significant changes to the Proposed Operational Plan.

Referrals To Budget-are status updates on items on which the Board of Supervisors has deferred action during the current fiscal year until the budget process. The Clerk of the Board tracks referrals to budget. As Budget Deliberations

approach, the status of each referral is updated and included in a compilation of all the referrals made throughout the year. This document is submitted to the Board for its review and for discussion with affected departments during Budget Deliberations.

Citizen Advisory Board Statements-are comments of citizen committees on the CAO Proposed Operational Plan.

Referrals From Budget-are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The Agency/Groups are responsible for providing requested information to the Board. The status of each referral from budget is tracked by the Clerk of the Board to ensure that the information is provided.

Post Adoption Documents

Operational Plan- is a comprehensive overview of the Board of Supervisors' adopted and approved plan for the County's operations for the next two fiscal years. The Operational Plan is an update of the CAO Proposed Operational Plan reflecting revisions made by the Board during Budget Deliberations. Unlike the CAO Proposed Operational Plan, however, the Adopted Operational Plan displays adjusted actual expenditures and revenue for the immediate prior fiscal year.

Note on Adjusted Actuals-- Expenditures may not legally exceed budgeted appropriations at the expenditure object level within each department. In some instances in the Adopted Operational Plan, the adjusted actuals for the most recently completed fiscal year will exceed the adopted budget for that year. This results from the inclusion of expenditures related to mid-year budget amendments or to encumbrances of prior year appropriations in the adjusted actual figures. The adopted budget does not include appropriations for these expenditures, but the appropriations are part of the "amended budget" and are thus considered "budgeted".



Budget Modifications- State Law permits modifications to the first year of the Operational Plan during the year with approval by the Board of Supervisors. There are two options for accomplishing a mid-year budget adjustment:

- **Board Of Supervisors Weekly Regular Agenda Process-** Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote by the Board after the first year of the Operational Plan is adopted.

Such changes could include requests for additional appropriations as a result of additional revenues for specific programs or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Chief Financial Officer and County Counsel. Contract modifications also require the approval of the Purchasing Agent.

- **Quarterly Status Reports-** The Chief Administrative Officer provides a quarterly budget status report to the Board of Supervisors that may also recommend appropriation adjustments and management reserve and/or Contingency Reserve usage to address unanticipated needs.

Public Safety Group

Public Safety Group

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**Public Safety Group Summary & Executive
Office**
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District Attorney
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Sheriff
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Alternate Public Defender
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Child Support Services
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Citizens' Law Enforcement Review Board
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Emergency Services
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Medical Examiner
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Probation Department
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Public Defender
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Public Safety Group Summary & Executive Office



Group Description

The Public Safety Group provides administrative oversight and coordination of nine departments, including the elected offices of Sheriff and District Attorney. These departments provide services in the areas of criminal justice including indigent defense, supervision of adult and juvenile offenders, detention of juvenile offenders, and investigations of peace officer complaints, as well as emergency services, disaster preparedness, medical examiner services, and child support enforcement. The Group serves as the County's liaison with the State Trial Courts, managing required payments to the Court and the maintenance of Court facilities. The Group also manages the Private Conflict Counsel contract for indigent defense and provides support to the Juvenile Justice Commission.

Mission Statement

Provide all County residents with the highest levels of public safety and security.

2004-05 Accomplishments

Strategic Initiative – Kids

- Provided quality care and supportive services for at-risk youth and children in the dependency and delinquency system through effective management of legislation, cases, and programs.
- The County Offices of the Public Defender and the Alternate Public Defender successfully participated in a competitive bid and were selected by the State of California Administrative Office of the Courts as the preferred vendor to provide dependency representation services to parents and children.
- Supported self-sufficiency of families with children by collecting and disbursing \$99.5 million in child support to families, exceeding the goal of a 2% increase despite reductions in State funding for local child support agencies to aid the transition from welfare to work.

- Exceeded the five federal performance measure standards in child support enforcement as follows: 95.8% paternity establishment; 82.9% support orders established; 42.1% of current support collected; 53.8% of support in arrears collected and \$2.47 in collections per \$1 spent.
- Provided educational materials to all San Diego County School Districts to reduce students' risk of becoming a victim of a sexual offense.
- The Probation Department continued its Gang Suppression Unit and Community Response Officers Program (CROP) collaboration with school districts to provide assistance on issues regarding school violence and increasing safety on campuses.
- Assisted in the passage of legislation to provide public access to the Megan's Law database through the California Department of Justice website.

Strategic Initiative – The Environment

- Continued to seek and maintain partnerships or projects with organizations that preserve environmental resources or sustain our quality of life. The Sheriff partnered with the Proctor Valley community in conducting enforcement actions against illegal dumping. The



District Attorney worked to strengthen the enforcement of County codes and regulations impacting the quality of life in San Diego County.

- The County of San Diego and all 18 incorporated cities adopted the first Multi-Hazard Mitigation Plan in California approved by Federal Emergency Management Agency (FEMA).

Strategic Initiative – Safe and Livable Communities

- Strengthened the County's ability to respond to an emergency by facilitating the participation of all 18 cities in emergency preparedness training exercises and developing a three-year Countywide Homeland Security Exercise and Evaluation Program through the Office of Emergency Services.
- Assisted 10 communities in the unincorporated areas of the County in the development of evacuation/emergency plans.
- Administered \$22.0 million in State Homeland Security grant funds to County departments, fire protection districts, and 18 incorporated cities to provide protective equipment, training, and exercises to respond to terrorist incidents.
- Acquired two Fire and Life Safety County owned helicopters to replace a leased helicopter and to continue public safety services and provided for the ongoing operations of the purchased helicopters by the Sheriff.
- Collaborated with the Land Use and Environment Group to develop Business Continuity Plans (BCP). 100% of Public Safety Group (PSG) departments provided documentation to the BCP Team in July 2004 to identify priority functions that need to continue in case of an emergency or disaster. In addition, 50% of PSG departments provided feedback on BCP template process, 95% completed the initial Site Emergency Response Plan template, and 8 PSG staff currently serve on BCP Team subcommittees.

- Coordinated the development and implementation of an automated community notification system to alert County residents of emergency situations. Worked with Health and Human Services Agency, San Diego County law enforcement, and fire service agencies to develop protocols and procedures to be used.
- Participated in the development of a Regional Intelligence Center and identified funding for and began the enhancement of the Regional Communications System.
- Provided criminal justice services in the prosecution of 44,730 felony and misdemeanor cases, the secure management of a daily average of 5,091 inmates in the jails, while also providing efficient and effective legal representation in over 116,518 cases where clients are indigent.
- Helped to build safer communities by supervising over 20,180 adult and an average of 3,300 juvenile probationers in the community, reducing incarceration costs, ensuring their compliance with court orders, and making appropriate sentencing recommendations for the Court.
- Created a Deoxyribonucleic Acid (DNA) Steering Committee facilitated by the Sheriff including representatives of the Court, Probation, the District Attorney, State Attorney General, Police Agencies and the Public Defender to implement Proposition 69 – the DNA Fingerprint, Unsolved Crime, and Innocence Act, and help to create a statewide database of DNA collected from felons in California.
- Identified funds to begin the planning and design of a new Medical Examiner facility.
- Identified funds to acquire land and to construct a new Sheriff's station in Rancho San Diego and to begin planning for an upgraded replacement station in the Alpine community.



- Continued to combat Identity Theft crimes by working with various federal, State, and local law enforcement agencies as well as the business community. Engaged these partners in meetings and discussions focused on Identity Theft issues.
- Participated in a Board of Supervisors' Conference on September 29, 2004 to report on the actions taken and progress made following the 2003 Cedar, Paradise and Otay fires.
- Participated in a Board of Supervisors' Conference on October 20, 2004 on Women and Methamphetamine.
- Deputy Chief Administrative Officer joined State Emergency Management System Advisory Board (SEMS).

Required Discipline- Continuous Improvement

- To demonstrate results, the Public Safety Group launched a performance measurement initiative. The team identified department mission critical services and developed outcome performance measures with the assistance of community stakeholders.
 - Conducted ten workshops with the executive team of four departments: Department of Child Support Services, Public Defender, Office of Emergency Services, and Probation. Facilitated 16 focus groups, with approximately 240 total participants, to develop performance measures.

2005-07 Objectives

The Public Safety Group's performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the objectives stated below.

Strategic Initiative- Kids

- Promote the well-being of children and the self-sufficiency of families by establishing and enforcing child support orders efficiently, effectively, and professionally regardless of the custodial status or financial position of the children's parents.
- Provide effective and efficient representation in dependency matters through a new multi-year agreement with the State Administrative Office of the Courts.

Strategic Initiative- Safe and Livable Communities

- Strengthen the County's ability to respond to an emergency by assisting communities in their readiness activities, by coordinating multi-agency and jurisdiction response and communications and by conducting public education activities to raise awareness.
- Continue to provide all stakeholders with quality, on time, fair, and unbiased probation recommendations for the disposition of cases and future case planning. Provide evidence-based and cost effective sentencing options (including custody, supervision, and intervention) to the Court and to the community to promote positive offender behavior change. Serve the victims of crime by advocating for their rights and addressing their needs for healing and restitution.
- Continue to provide efficient and effective legal representation to the indigent citizens of San Diego County.
- Continue to work to improve the safety of our community by continuing to actively monitor sex offenders.
- Continue to address emerging public safety issues including Identity Theft, Human Trafficking, the mental health needs of offenders, the re-entry of offenders into the community, the public enforcement of consumer



Public Safety Group Summary & Executive Office

protection laws and the expanding role of DNA collection and identification in the resolution of unsolved crimes and the protection of the accused.

Required Discipline – Continuous Improvement

- Identify core service areas, mission critical services, the desired performance results and final outcome measures for the three Public Safety Group departments who have not yet completed the performance measurement initiative.

Executive Office Changes from 2004-05 Adopted

Staffing

There are no proposed changes in staffing proposed.

Expenditures

Total expenditures are proposed to increase by a net \$15.3 million attributable to:

- Proposed net increase of \$0.3 million in Services and Supplies due to;
 - Proposed increases in Information Technology Internal Service Fund (ISF) costs (\$0.4 million),
 - Proposed decrease of \$2.1 million in Maintenance of Equipment due to the transfer of operational costs related to the Fire and Life Safety Helicopter to the Sheriff's office, and,
 - Proposed increase of \$2.0 million in Major Maintenance to fund critical building system needs identified in all Regional Public Safety complexes.
- Proposed decrease of \$3.5 million in Capital Assets Equipment due to the removal of appropriations that were required to purchase the Fire and Life Safety Helicopter during Fiscal Year 2004-05.
- Proposed increase of \$18.6 million in Operating Transfers Out. Dedicated Proposition 172 revenues to maintain public safety services are proposed to increase

by \$18.6 million due to a projected \$16.0 million increase in growth and \$2.6 million in one-time funds carried over from previous years.

Revenues

Total revenues are proposed to increase by a net \$15.3 million due to:

- Proposed increase of \$18.6 million in Intergovernmental Revenues. Proposition 172 revenues are proposed to increase by \$18.6 million due to a projected \$16.0 million increase in growth and \$2.6 million in one-time funds carried over from previous years.
- Proposed decrease of \$3.5 million in Fund Balance due to the deletion of one-time appropriations that were required to purchase the Fire and Life Safety Helicopter during Fiscal Year 2004-05.
- Proposed increase of \$0.2 million in General Revenue Allocations to support an increased level of infrastructure costs for the Public Safety Group.

Contribution for Trial Courts

Expenditures

Total expenditures are proposed to increase by \$6.8 million due to:

- Proposed decrease of \$0.9 million in Services and Supplies to realign Facility Internal Service Fund costs with program actuals.
- Proposed increase of \$7.7 million in Other Charges to align to actual levels of spending required for the revenue sharing requirements of the Memorandum of Understanding with the State Courts (\$5.9 million) and requirements to reimburse the Superior Court for the costs of providing Enhanced Collection services (\$1.8 million). These expenditures are supported by revenue received from the Court and by General Purpose Revenue.



Revenues

Total revenues are proposed to increase by \$6.8 million due to:

- Proposed net increase of \$5.3 million in Fines, Forfeiture & Penalties and Charges for Current Services to align to actual levels of revenues received. This includes a net increase of \$3.8 million in Charges for Current Services and a net increase in Fines and Penalties of \$1.5 million that includes a \$1.2 million reduction in AB 189 Penalty Assessment revenues. These revenues support the requirements of the Memorandum of Understanding with the State Courts and support the costs of providing Enhanced Collection services.
- Proposed increase of \$1.5 million in General Revenue Allocation is primarily due to the loss of Penalty Assessment Revenues.

Defense Attorney/Contract Administration

Expenditures

Total expenditures are proposed to increase by \$1.1 million due to the following:

- Proposed increase of \$0.1 million in Services and Supplies to support negotiated increases in the Private Conflict Counsel contract.
- Proposed increase of \$1.0 million in Management Reserves to rebudget a reserve amount to fund unplanned costs of providing indigent defense services in Fiscal Year 2005-06, including death penalty cases.

Revenues

- Proposed \$1.1 million increase in Fund Balance and General Revenue Allocation to fund contract increase and management reserve increases discussed above.



Public Safety Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Public Safety Group	9.00	9.00	0.00	9.00	0.00
District Attorney	1,038.00	1,038.00	0.00	1,038.00	0.00
Sheriff	4,010.50	4,008.50	(0.05)	4,008.50	0.00
Alternate Public Defender	86.00	92.00	6.98	92.00	0.00
Child Support Services	684.00	624.00	(8.77)	624.00	0.00
Citizens' Law Enforcement Review Board	4.00	4.00	0.00	4.00	0.00
Emergency Services	12.00	16.00	33.33	16.00	0.00
Medical Examiner	51.00	53.00	3.92	53.00	0.00
Probation Department	1,264.00	1,296.00	2.53	1,310.00	1.08
Public Defender	312.00	330.00	5.77	330.00	0.00
Total	7,470.50	7,470.50	0.00	7,484.50	0.19

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Public Safety Group	\$ 212,257,412	\$ 227,524,880	7.19	\$ 236,611,527	3.99
District Attorney	106,983,518	109,782,399	2.62	110,700,928	0.84
Sheriff	475,221,918	483,657,111	1.78	496,316,017	2.62
Alternate Public Defender	13,265,745	14,090,363	6.22	14,480,585	2.77
Child Support Services	55,884,159	56,505,214	1.11	53,767,855	(4.84)
Citizens' Law Enforcement Review Board	507,280	497,922	(1.84)	506,972	1.82
Emergency Services	21,980,736	19,983,800	(9.08)	2,489,928	(87.54)
Medical Examiner	6,691,917	7,037,130	5.16	7,192,202	2.20
Probation Department	145,623,692	143,318,814	(1.58)	140,226,587	(2.16)
Public Defender	44,536,543	46,731,398	4.93	47,643,007	1.95
Contribution for Trial Courts	67,537,321	74,302,049	10.02	74,302,049	0.00
Defense Attorney / Contract Administration	8,099,440	9,199,440	13.58	8,299,440	(9.78)
Total	\$ 1,158,589,681	\$ 1,192,630,520	2.94	\$ 1,192,537,097	(0.01)



Public Safety Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Public Safety Executive Office	9.00	9.00	0.00	9.00	0.00
Total	9.00	9.00	0.00	9.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Public Safety Executive Office	\$ 10,290,500	\$ 7,006,948	(31.91)	\$ 7,760,110	10.75
Public Safety Proposition 172	201,966,912	220,517,932	9.19	228,851,417	3.78
Total	\$ 212,257,412	\$ 227,524,880	7.19	\$ 236,611,527	3.99

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 1,227,906	\$ 1,241,685	1.12	\$ 1,295,485	4.33
Services & Supplies	5,122,594	5,365,263	4.74	6,064,625	13.03
Other Charges	400,000	400,000	0.00	400,000	0.00
Capital Assets Equipment	3,500,000	—	(100.00)	—	0.00
Expenditure Transfer & Reimbursements	40,000	—	(100.00)	—	0.00
Operating Transfers Out	201,966,912	220,517,932	9.19	228,851,417	3.78
Total	\$ 212,257,412	\$ 227,524,880	7.19	\$ 236,611,527	3.99

Budget by Categories of Revenue

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	3,540,000	2,564,201	(27.56)	—	(100.00)
Fines, Forfeitures & Penalties	182,486	182,486	0.00	182,486	0.00
Revenue From Use of Money & Property	2,624,245	2,642,245	0.69	2,642,245	0.00
Intergovernmental Revenues	201,966,912	217,953,731	7.92	228,851,417	5.00
Charges For Current Services	400,000	400,000	0.00	400,000	0.00
General Revenue Allocation	3,543,769	3,782,217	6.73	4,535,379	19.91
Total	\$ 212,257,412	\$ 227,524,880	7.19	\$ 236,611,527	3.99



District Attorney



Department Description

The Office of the District Attorney contributes to public safety and the quality of life in San Diego County through the efficient prosecution of felony crimes Countywide and misdemeanor crimes in 16 cities and the unincorporated areas. The District Attorney assists victims and survivors of crime, protects families and children by making communities safer, and protects the taxpayer by investigating and prosecuting consumer and public assistance fraud.

Mission Statement

The San Diego District Attorney, in partnership with the community we serve, is dedicated to the pursuit of truth, justice, the protection of the innocent, and the prevention of crime through the vigorous and professional prosecution of those who violate the law.

2004-05 Accomplishments

Strategic Initiative – Kids

- Linked nine youth from the Urban League Academy with Deputy District Attorneys. For six months, the attorneys served as mentors assisting the kids in developing their personal, career, and educational goals as well as exposing them to a behind-the-scenes look at the criminal justice system.
- Supported successful legislation that provides public access to information about certain sex offenders in the Megan's Law database through the California Department of Justice website.
- Assigned additional attorneys to the Family Protection Division at each branch office to prosecute child abuse and domestic violence violations. Improved the daily interaction between the Family Protection Division and the City Attorney's Family Protection Unit to ensure uniform treatment and protection of all parties involved in child abuse and domestic violence cases across the County.

Strategic Initiative – The Environment

- Continued to work with County Counsel and various County departments to strengthen the enforcement of County codes and regulations.
- Incorporated four hybrid vehicles into the fleet to decrease fuel usage and exhaust emissions.

Strategic Initiative – Safe and Livable Communities

- Established a Community Advisory Board composed of 25 community leaders from throughout the County to apprise the District Attorney of community-wide issues and concerns that may affect the quality of life for San Diego County citizens. This is the first board of this kind created by any District Attorney in Southern California.
- Successfully restructured the Adult Literacy program by collaborating with the Probation Department, the San Diego Community College District, and the San Diego Council on Literacy. The new format gave more nonviolent offenders access to the program. Enrolled 42 offenders in the program to assist them in improvement of their literacy levels and attainment of their high school diploma or General Education Diploma (GED).
- Implemented a standardized case disposition policy and procedure throughout the divisions and branch offices.



- Assigned staff to work with the State Labor Commissioner's Office to investigate and prosecute employers operating without workers' compensation insurance. Since July 1, 2004, 37 defendants have been prosecuted as a result of this partnership.
- The District Attorney's Office continues to participate in a multi-agency task force composed of federal, State, and local law enforcement agencies and the business community to combat identity theft related crimes; participated in the Public Safety Group Identity Theft meetings.

Required Discipline - Fiscal Stability

- Continued to use the County's General Management System as a vehicle to closely monitor fiscal and program goals. The District Attorney's Office was awarded \$1.0 million in competitively awarded one-time grant funds.

Required Discipline - Customer Satisfaction

- Redesigned the department's website to be more user friendly and to improve access to information about the office and the cases prosecuted. Minor enhancements will be an ongoing process to keep up with the needs of the public.

Required Discipline - Regional Leadership

- Participated in several successful partnerships on reducing gun violence. The District Attorney's Office attended a bi-national exchange with Mexican authorities for law enforcement and drug treatment and worked with authorities in Mexico on methamphetamine enforcement and treatment. The District Attorney's Office also collaborates with the United States Attorney Office through the Project Safe Neighborhoods program, a federally funded gun reduction strategy, and actively participates on committees designed to develop strategies to further reduce gun violence in San Diego County. Countywide guidelines for prosecution of Project Safe

Neighborhoods gun cases were developed as an alternative for local law enforcement if the United States Attorney Office did not pursue a case.

Required Discipline – Skilled, Competent Workforce

- Identified areas for improvement to ensure a safer work environment after reviewing essential functions of every classification in the District Attorney's Office and reviewing workers' compensation claims. As a part of the department's Work Safe/Stay Healthy efforts, developed a safety awareness poster to alert department employees on ways to work ergonomically, improve the safety of their workspace, and eliminate potential hazards.
- Expanded the use of online, on-demand streaming video training programs by offering 13 separate presentations through each employee's desktop computer. These presentations covered a variety of topics, such as Minimum Continuing Legal Education (MCLE) for attorneys and paralegals, professional development, supervisor training, employee recognition, and technical training for in-house databases.
- Developed an online evaluation system empowering employees to evaluate their supervisors in a timely and confidential manner. Over 81% of department employees responded and 80% of those who responded gave their supervisors an overall rating of Very Good or Outstanding in twenty different performance categories.

Required Discipline - Essential Infrastructure

- Prevented a deferred maintenance backlog by reducing the vehicle fleet by 20 vehicles and incorporating new hybrid vehicles.

Required Discipline - Information Management

- Assisted the Sheriff's Department in the selection process for a vendor to design and develop an automated field record management system. A vendor was chosen and the District Attorney's Office will now move forward on



developing an interface between the District Attorney's adult case management system and the Sheriff's record management system which will eliminate data entry duplication and improve the timeliness of receiving discovery on a case.

Required Discipline – Accountability/Transparency

- Provided timely and complete information to the Public Safety Group, the Chief Administrative Officer, and the Board of Supervisors.

Required Discipline - Continuous Improvement

- Provided certificates and gift cards to employees being recognized for exemplary performance. Invited "Director's Checkbook" award recipients to weekly executive staff meetings where they were honored for their accomplishments. Developed a monthly "Kudos" department-wide e-mail acknowledging staff that have had a successful result in court or have shown exceptional performance.

2005-07 Objectives

Strategic Initiative – Kids

- Participate with the Methamphetamine Strike Force, local and federal law enforcement agencies on developing anti-drug messages that raise parents, educators, and kids' awareness on the harm illegal drugs pose. This anti-drug campaign will be launched during Red Ribbon Week, which is October 23-31, 2005.
- Continue to promote the participation of Deputy District Attorneys in community-oriented youth mentoring programs.
- Support the Superior Court's efforts to establish a Family Violence Court that will focus on early intervention, counseling, and family reunification for first time juvenile offenders involved with family violence.

- Support the Superior Court's efforts to develop mental health resources/programs focused on kids, using Proposition 63, *Mental Health Services Funding Program*, funds.
- Maintain vertical prosecution units, where the same attorney handles the case from start to finish, that protect children from the exploitation of teen prostitution and from those who commit crimes of domestic violence.
- Continue the vertical prosecution approach, where the same attorney handles the case from start to finish, in juvenile vehicular manslaughter cases in order to mitigate the emotional impact on families.

Strategic Initiative – The Environment

- Expand the Economic Crime Division's ability to review Environmental and Occupational, Safety, and Health Administration (OSHA) cases.
- Increase the number of hybrid vehicles used by support staff to further decrease fuel usage and exhaust emissions.

Strategic Initiative – Safe and Livable Communities

- Partner with local and federal law enforcement agencies to target gang members who present particular safety concerns for the community through proactive narcotics and gang investigations.
- Design and implement a Provider Fraud Task Force to investigate and prosecute attorneys and medical professionals engaged in insurance fraud.
- Design and implement wrap-around services that facilitate the successful re-entry of offenders released from prison back into the community, in collaboration with the California Department of Corrections and Rehabilitation, the County Department of Probation, and the faith-based and other local treatment communities.



- Implement the Provisions of Proposition 64, *Limits on Private Enforcement of Unfair Business Competition Laws*, passed by the voters on November 2, 2004. This proposition directs fines received from consumer fraud cases to local government prosecutors to enforce unfair business competition laws. The cost of any additional activities will be directly offset by equivalent revenue as the County receives the fines.
- Work to ensure that Sexually Violent Predators are not released into our communities without adequate monitoring and supervision.

Required Discipline - Fiscal Stability

- Closely monitor expenditures and other costs.
- Work to increase State and federal funding for victim service programs.
- Reduce the number of formal felony probation hearings when agreed on by all parties, in an effort to reduce costs to the Courts and the Probation, Sheriff, Public Defender, and District Attorney's Departments.
- Reduce the number of non-essential witnesses for the preliminary hearing examination in an effort to limit witness fees and other related costs.
- Partner with the Sheriff's Department on the purchase of safety equipment and ammunition to obtain better pricing.

Required Discipline - Customer Satisfaction

- Re-engineer the physical and organizational structure of the South Bay office to better support victim/witness services.
- Develop, in cooperation with the Probation Department, information to be used in a brochure as well as on the Internet to assist victims of crime to request and receive restitution.

- Continue to provide high quality services to victims by maintaining the partnership with the Probation Department and retaining victim advocates at the Sheriff's Department, San Diego Police Department and the Family Justice Center.

Required Discipline - Regional Leadership

- Take the lead in the development of the regional East County Gang Task force in an effort to reduce the escalating gang violence in East County.

Required Discipline – Skilled, Competent Workforce

- Continue to provide ongoing training for improved prosecution of cases.

Required Discipline - Essential Infrastructure

- Continue to employ ways to reduce maintenance costs and extend the life of the department's vehicles.

Required Discipline - Information Management

- Develop a Document Management Plan that lays out a phased approach to the efficient movement, retention, and destruction of department documents.

Required Discipline - Continuous Improvement

- Work toward ensuring that restitution fines and orders are entered accurately in every applicable case.

Changes from 2004-05 Adopted

Staffing

The Fiscal Year 2005-07 Proposed Operational Plan includes 1,038.00 authorized staff years, which is no change from the Fiscal Year 2004-05 Operational Plan.

Expenditures

Total expenditures are proposed to increase by \$2.8 million as follows:

- Salary and Benefit appropriations are proposed to increase by a net \$1.8 million due to negotiated labor agreements. The Operational Plan proposes to continue



holding 127 positions as frozen and unfunded, which is no change from the number of frozen positions in the Fiscal Year 2004-2005 Adopted Operational Plan.

- Services and Supplies appropriations are proposed to increase by \$0.9 million. The increase is primarily due to planned one-time information technology purchases.
- Other Charges are proposed to increase by \$0.1 million due to increased contract costs for the Regional Auto Theft Task Force (RATT).
- Capital Assets Equipment appropriations are proposed to increase by \$0.3 million. These funds are to purchase information technology hardware and two vehicles for the Public Assistance Fraud Unit.
- Expenditures Transfers & Reimbursements appropriations are proposed to increase by \$0.4 million to provide funding from the Health & Human Services Agency for the negotiated salary and benefit increases in the Public Assistance Fraud Unit and does not include any other increases.
- Operating Transfers Out are proposed to increase by \$0.1 million in the District Attorney's Seized Federal Asset Forfeiture Funds to support overtime expenditures.

Revenue

Total revenues are proposed to increase by \$2.8 million as discussed below:

- Intergovernmental Revenues are proposed to increase by \$0.5 million due to a \$0.3 million increase in the Regional Auto Theft Task Force (RATT), \$0.3 million increase in the Workers' Compensation Fund Revenue and \$0.1 million increase in the Victim/Witness Program offset by a \$0.2 million decrease in various federal and State grant revenues.
- Miscellaneous Revenues are proposed to increase by \$0.5 million to reflect anticipated reimbursements from the State for witness relocation costs, reimbursement for the

cost of conducting background investigations on behalf of the Federal Office of Personnel Management, and mid-year receipts of Proposition 64 consumer protection fines.

- Other Financing Sources are proposed to increase by \$5.9 million due to a \$0.1 million increase from Federal Seized Asset Forfeiture for overtime costs and Proposition 172 revenues are proposed to increase by \$5.8 million due to a projected \$3.3 million increase in growth and \$2.5 million of funds carried over from previous years. The Proposition 172 funds carried over from previous years will be used to offset one-time expenses such as information technology purchases, non case-related training and travel, and in support of the Child Abduction Recovery Program pending State payment of County costs for mandated programs (SB90) due in Fiscal Year 2006-07.
- Fund Balance is proposed to decrease by \$7.5 million and is due to the reduction of one-time federal funds received under the Southwest Border Prosecution Initiative. Fund Balance amounts of \$1.9 million included in the CAO Proposed Operational Plan will support one-time expenses including information technology equipment refresh, overtime, and costs of temporary staffing.
- General Revenue Allocation is proposed to increase by \$3.3 million to support negotiated salary and benefit increases and ongoing operational costs.

Significant Changes in Fiscal Year 2006-07

In Fiscal Year 2006-07, the Proposed Operational Plan reflects no change in staff years or frozen positions. The District Attorney and the Chief Administrative Officer will work together on a specific plan to balance expenditures to available revenues for the Operational Plan in Fiscal Year 2006-2007.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Felony defendants received	28,000	30,825	31,100	31,100
Felony defendants issued	23,000	23,307	23,500	23,500
Issue rate - Felony	80%	76%	76%	76%
Conviction rate – Felony	94%	95%	95%	95%
Misdemeanor defendants received	32,000 ¹	25,109	25,300	25,300
Misdemeanor defendants issued	28,000 ¹	21,423	21,600	21,600
Issue rate – Misdemeanor	87%	85%	85%	85%
Conviction rate – Misdemeanor	92%	91%	91%	91%

¹ These Adopted numbers reflect cases that came in as misdemeanors but were ultimately issued as felonies. These types of cases were removed from this measure since they are being counted as felonies, thereby eliminating the duplication.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
General Criminal Prosecution	532.50	522.50	(1.88)	522.50	0.00
Specialized Criminal Prosecution	296.00	309.00	4.39	309.00	0.00
Juvenile Court	68.50	68.50	0.00	68.50	0.00
Public Assistance Fraud	97.00	92.00	(5.15)	92.00	0.00
District Attorney Administration	44.00	46.00	4.55	46.00	0.00
Total	1,038.00	1,038.00	0.00	1,038.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
General Criminal Prosecution	\$ 58,472,029	\$ 60,361,007	3.23	\$ 60,555,236	0.32
Specialized Criminal Prosecution	35,632,126	37,815,347	6.13	38,589,587	2.05
Juvenile Court	8,207,985	7,353,872	(10.41)	7,557,358	2.77
Public Assistance Fraud	(681,837)	(1,476,779)	116.59	(1,715,913)	16.19
District Attorney Administration	4,966,299	5,201,452	4.73	5,287,160	1.65
District Attorney Asset Forfeiture Program	386,916	527,500	36.33	427,500	(18.96)
Total	\$ 106,983,518	\$ 109,782,399	2.62	\$ 110,700,928	0.84

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 101,213,433	\$ 102,982,719	1.75	\$ 105,020,151	1.98
Services & Supplies	10,760,342	11,675,739	8.51	11,408,907	(2.29)
Other Charges	2,692,818	2,784,495	3.40	2,784,495	0.00
Capital Assets Equipment	221,816	495,616	123.44	115,616	(76.67)
Expenditure Transfer & Reimbursements	(8,104,891)	(8,456,170)	4.33	(8,828,241)	4.40
Operating Transfers Out	200,000	300,000	50.00	200,000	(33.33)
Total	\$ 106,983,518	\$ 109,782,399	2.62	\$ 110,700,928	0.84



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	9,420,865	1,927,500	(79.54)	1,427,500	(25.94)
Intergovernmental Revenues	16,832,688	17,359,009	3.13	17,359,009	0.00
Charges For Current Services	1,988,716	2,022,312	1.69	1,840,186	(9.01)
Miscellaneous Revenues	—	549,281	N/A	453,644	(17.41)
Other Financing Sources	41,397,643	47,259,208	14.16	46,774,544	(1.03)
General Revenue Allocation	37,343,606	40,665,089	8.89	42,846,045	5.36
Total	\$ 106,983,518	\$ 109,782,399	2.62	\$ 110,700,928	0.84

Sheriff



Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering 4,200 square miles. The department's 4,000 employees provide general law enforcement, detention, and court services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to 813,000 County residents, including those in nine contract cities. The department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for over 5,000 inmates per day. The Sheriff's detention facilities book over 144,000 inmates annually. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants, and other processes issued by the courts.

Mission Statement

In partnership with our communities, we provide the highest quality public safety services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Developed an effective evacuation and monitoring plan for each of the seven courthouse children's waiting rooms. The plan is in final committee review.
- Assisted in the programs that acquaint juvenile witnesses with courtroom procedures.

Strategic Initiative – The Environment

- Alleviated off-road vehicle trespassing and illegal dumping in the Proctor Valley preserve area by conducting several enforcement operations that addressed short-term issues. Long-term solutions include new and improved fences, physical environmental changes affecting access to private property, and signage.
- Added 28 agencies in Fiscal Year 2004-05 to the Regional Communications System (RCS), which currently serves 217 agencies in the region as the primary

communications network for public safety. The County has agreements to share facilities with many wireless providers, which creates efficiency by reducing the number of wireless communications facilities within the region.

Strategic Initiative – Safe and Livable Communities

- Identified funding for the RCS enhancement project, which will address communication issues identified during Firestorm 2003. The RCS enhancement project is underway and is expected to be completed in Spring 2006.
- Identified funding and initiated a Capital Project to acquire land and construct a new Sheriff's station in the Rancho San Diego Community. The department is currently evaluating alternative sites.
- Acquired one Fire and Life Safety Helicopter with funds obtained in the form of a \$1.7 million grant from the Indian Gaming Local Community Benefit Committee.
- Created a Terrorism Early Warning (TEW) Unit which works at the local level to develop and implement counterterrorism plans and response plans to critical



incidents. The TEW will coordinate information sharing with other disciplines including fire, Hazardous Materials (County Department of Environmental Health HAZMAT), public health, State, federal and local law enforcement agencies as well as private industry.

- Participated in the development of the Regional Intelligence Center, which will serve as the center for all levels of intelligence information.
- Resumed purchase and issuance of Weapons of Mass Destruction personal protective equipment with purchases funded by Homeland Security Grants. These grant funds are also being used to provide terrorism preparedness training for all law enforcement personnel.
- Started on the technical design and development stages of a new regional automated field reporting and records management system (AFR/RMS), with pilot implementation scheduled for September 2005 at the Poway Station.
- Created a multi-jurisdictional Cold Case Forensic Team to expand the Crime Lab's Deoxyribonucleic Acid (DNA) capabilities and apply the technology to unsolved homicide cases. Partners in this effort include the Chula Vista, El Cajon, and Oceanside Police Departments and the Offices of the District Attorney and Medical Examiner.
- Developed and implemented an "e-warrants" system, which provides warrant information on a secure private network, Extranet, to law enforcement by geographical area. The information helps to increase the number of warrants served by all law enforcement personnel throughout the County.
- Presented a new contract to provide high level, cost-effective security services to Superior Court.
- Refurbished Dorm 1 at the Las Colinas Detention Facility. This provides an additional 64 inmate beds at the facility.

- Installed or upgraded electronic access throughout court prisoner holding facilities.
- Enhanced communication with the District Attorney and implemented data entry process changes for a more efficient subpoena service process.
- Renovated four San Diego Central Court holding cells resulting in enhanced safety of Sheriff's personnel and increased safety in the movement of inmates.
- Placed Automated External Defibrillation (AED) units in each Sheriff facility, in all of the Rural patrol vehicles, and in areas from which deputies monitor jail inmates.
- Responded to all outside agency discriminatory complaints and grievances within 30 days.

2005-07 Objectives

Strategic Initiative – Kids

- Reduce the number of sex offenders who are out of compliance with registration and reporting requirements by 2-3% each fiscal year in order to achieve a 96% compliance rate by June 2007.

Strategic Initiative – The Environment

- Introduce and operate a countywide aerial firefighting helicopter program that will serve to mitigate the impact of urban and wildland fires on the environment through timely intervention. The program will feature two medium lift helicopters, which are scheduled for delivery in Spring 2005.

Strategic Initiative – Safe and Livable Communities

- Build two Sheriff's Stations: one to serve the community of Rancho San Diego and one to serve the community of Alpine.
- Add 200 beds to the jail system by discontinuing the lease of these beds to a private contractor, thereby increasing the San Diego County system capacity.



- Facilitate a DNA Steering Committee that includes representatives of the Court, Probation, Public Defender, Chief Administrative Office, State Attorney General, police agencies, San Diego's crime laboratories, along with the Sheriff. Pursuant to the passage of Proposition 69, the DNA Fingerprint, Unsolved Crime & Innocence Protection Act, an all-felon DNA database in California will be created that can be accessed in criminal investigations, particularly homicides and sexual assaults.
- Rebuild the Civil Law Enforcement System (CLES) from a mainframe application to a web-like environment that will allow for easier use, management, enhancement, and operational cost control. CLES is the software system that monitors and tracks the enforcement of Court judgments.
- Facilitate the creation and oversight of a countywide Human Trafficking Task Force to include State, local and federal agencies working together on this emerging issue.
- Enhance security measures in and around courthouses by renovating the weapon screening area in seven of the 10 courthouses (70%) and by installing concrete barriers outside three of the ten courthouses (30%).
- Reduce prisoner transportation vehicle accidents by 17% from 12 in Fiscal Year 2004-05 to 10 in Fiscal Year 2005-06.

Changes from 2004-05 Adopted

Staffing

Staffing is proposed to decrease by 2.00 staff years:

- Two staff years were deleted when the grant expired for the Children's Justice Act - Child Abuse and Neglect Law Enforcement Special Investigation Unit Program.

The average daily population in the County Jail System is approximately 5,100 in Fiscal Year 2004-2005 and is expected to grow to 5,375 by Fiscal Year 2006-2007. The

State Board of Corrections has established a rated capacity for the overall system of 4,598. The system also operates within an overall court ordered capacity of 5,401. Jail maintenance projects and the segregation of inmates by classification have created additional space shortages. Significant recruitment and retention issues have also impacted jail operations and there has been very limited early release of inmates. To address the projected increase in the average daily jail population in Fiscal Year 2006-2007, the Sheriff plans to take possession of 200 inmate beds currently leased to a private contractor in late Fiscal Year 2005-06. The Sheriff and the Chief Administrative Officer will work together over the next one to two years to:

- Develop a plan to address recruitment and retention issues in job classifications that support jail operations.
- Obtain a minimum of 200 additional jail beds from Corrections Corporation of America (CCA) by terminating a portion of their private jail lease at East Mesa, along with identifying funding for staffing and support to commence operations in July 2006.
- Continue to plan for the replacement of the Las Colinas Women's Detention Facility on a portion of the Edgemoor property.
- Develop a plan for the potential acquisition of a second module of 200 beds from CCA at East Mesa (available for approximately \$ 0.5 million in July 2007), along with funding for staffing and operations to commence at the beginning of Fiscal Year 2007-2008 if required.

The number of calls for Sheriff services is projected to increase over the Operational Plan period, along with population and traffic congestion in the unincorporated areas. Increased turnover rates for patrol officers and smaller recruiting pools have led to higher vacancy levels. Together, these factors are contributing to increased response times in unincorporated areas. The Sheriff has redirected Community Oriented Policing and Problem Solving (COPPS) and Drug Abuse and Resistance Education (DARE) deputy positions to mitigate this increase.



To address all of the issues above, the Sheriff and the Chief Administrative Officer will work together during the next two years to address crime prevention needs, the projected jail population increase and the identified law enforcement service needs.

Expenditures

Expenditures are proposed to increase by a net \$8.4 million as follows:

- Proposed increase of \$18.9 million in Salaries and Benefits primarily due to negotiated labor agreements. The Operational Plan proposes to continue 205 positions as frozen and unfunded, which represents no change from the number of frozen positions in the Fiscal Year 2004-2005 Adopted Operational Plan.
- Proposed increase of \$4.5 million in Services and Supplies, with the increases occurring in ongoing funding from the Public Safety Group for operation and maintenance costs associated with two new fire and life safety helicopters and in the following Internal Service Funds; Major Maintenance, Facilities Management, Utilities, Automobile Fuel, and Automobile Maintenance offset by a proposed \$1.4 million decrease due to the termination of the contract with the Meals on Wheels program.
- Proposed increase of \$5.7 million in Other Charges due to anticipated cost increases in inmate medical care (\$2.0 million) and a shift in funding for inmate medical care. The responsibility for inmate pharmacy costs estimated at \$3.7 million is proposed to transfer from the Health and Human Services Agency to the Sheriff.
- Proposed decrease of \$19.1 million in Capital Assets and Equipment appropriations primarily due to Fiscal Year 2004-05 one-time appropriations for the Regional Communications Systems (RCS) Enhancement Project, the acquisition of a Fire and Life Safety helicopter, and Jail Information Management System enhancements.

- Proposed increase of \$0.1 million in Expenditure Transfers and Reimbursements due to a change in reimbursement from the Probation Department. .
- Proposed decrease of \$1.6 million in Operating Transfers Out due to a one-time transfer in Fiscal Year 2004-05 from the Jail Stores Internal Service Fund to the Sheriff's Inmate Welfare Fund and the discontinuance of offsetting a portion of jail maintenance costs.

Revenues

Revenues are proposed to increase by a net \$8.4 million as follows:

- Fines, Forfeitures & Penalties are proposed to increase by \$3.2 million due to;
 - Proposed increase of \$3.0 million in AB 189 Criminal Justice Facility Penalty revenue to support major maintenance expenditures.
 - Proposed increase of \$0.2 million in revenue from the California identification (Cal-ID) program to support mug shot and line-up system maintenance expenditures.
- Revenue from Use of Money & Property is proposed to decrease by \$1.0 million due to a proposed adjustment associated with revenue received from the contractor currently leasing jail beds.
- Intergovernmental Revenues are proposed to decrease by a net \$7.3 million primarily due to;
 - Proposed decrease of \$6.9 million in Aid from Joint Powers Authority and Aid from Redevelopment Agencies Revenue to support one-time appropriations for the RCS Enhancement Project.
 - Proposed decrease of \$2.4 million in federal Community Oriented Policing funds upon the conclusion of the development of e-warrants and the completion of portions of the Automated Field Reporting/Records Management System project.



- Proposed decrease of \$0.4 million associated with the State Citizens' Option for Public Safety (COPS) program.
- Proposed increase of \$2.4 million increase in Trial Court reimbursement is based on current service levels.
- Charges for Current Services are proposed to increase by a net of \$6.1 million due primarily to:
 - Proposed increase of \$5.2 million in Contract City Revenue due to recovery of projected cost increases and increased levels of contracted law enforcement services provided to nine incorporated cities.
 - Proposed increase of \$3.0 million in Booking Fee Revenue for budgeting of the cities' reimbursement to the County for booking of inmates.
 - Proposed decrease of \$1.4 million due the termination of the contract for the Meals on Wheels program.
 - Proposed decrease of \$0.5 million in State Criminal Alien Assistance Program due to decreased funding and an increased number of agencies applying for the funds.
 - Proposed decrease of \$0.2 million in Law Services – Other Governments due to a decrease in service levels requested by North County Transit.
- Miscellaneous Revenues are proposed to decrease by \$5.0 million due to one-time Fiscal Year 2004-05 revenues associated with the RCS Enhancement Project and the purchase of a Fire & Life Safety helicopter.
- Other Financing Sources are proposed to increase by a net of \$9.6 million due to:
 - Proposed increase of \$11.2 million in Proposition 172 revenue for law enforcement needs.
 - Proposed decrease of \$1.6 million in one-time Operating Transfers from Internal Service Funds and Inmate Welfare Fund.
- Proposed decrease of \$10.0 million in planned use of Fund Balance due to the reduction of funds applied to one-time costs. Fund Balance amounts of \$3.0 million will support planned one-time expenses including the purchase of safety and other equipment.
- Proposed increase of \$12.8 million in General Revenue Allocation to support negotiated salary and benefit increases. The Operational Plan also proposes to increase funding for essential equipment and services to maintain readiness and safety, for the operation and maintenance costs associated with two new fire and life safety helicopters, for the increased costs of operating facilities and the fleet, for major maintenance projects to ensure safety in facilities, and for the change in the funding responsibility and the increased costs of inmate pharmacy needs described above.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Priority 1 & 2 Response Times:				
— Incorporated Response Times (Min.)	10.4 ¹	11.1	11.3	11.7
— Unincorporated Response Times (Min.)	13.6 ¹	14.7	14.7	15
— Rural Response Times (Min.)	24.4 ¹	24.2	24.4	24.4
Public Calls for Service	260,729 ¹	262,572	267,610	269,462
Deputy Initiated Actions (DIA)	90,289 ¹	90,072	92,290	92,477
Number of Persons Screened for Weapons and other Contraband (in millions)	4.5	4.6	4.6	4.7
Number of Criminal Subpoenas and Civil Process Received for Service	110,000	108,416	108,700	109,000
Number of Prisoners Transported ²	212,000	212,000	N/A	N/A
Daily Average – Number of Inmates	5,300	5,091	5,194	5,373
Number of Jail Bookings	143,000	144,156	153,379	163,196

¹ The upgraded Sheriff's Department Computer Aided Dispatch system provides an updated methodology resulting in recalculation of Fiscal Year 2004-05 Adopted figures for consistency with figures projected in future years.

² This measure will be discontinued as of Fiscal Year 2005-06 in order to provide performance measures that are outcome-based.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Detention Services	1,807.50	1,802.50	(0.28)	1,802.50	0.00
Law Enforcement Services	1,329.00	1,335.00	0.45	1,335.00	0.00
Sheriff Court Services	467.00	458.00	(1.93)	458.00	0.00
Human Resources Services	151.00	153.00	1.32	153.00	0.00
Management Services	232.00	235.00	1.29	235.00	0.00
Sheriff's ISF / IT	9.00	10.00	11.11	10.00	0.00
Office of the Sheriff	15.00	15.00	0.00	15.00	0.00
Total	4,010.50	4,008.50	(0.05)	4,008.50	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Detention Services	\$ 166,733,867	\$ 177,264,088	6.32	\$ 184,369,098	4.01
Law Enforcement Services	148,007,333	154,538,603	4.41	159,534,409	3.23
Sheriff Court Services	44,734,954	45,532,378	1.78	47,440,789	4.19
Human Resources Services	14,952,924	16,066,202	7.45	16,647,335	3.62
Management Services	48,757,725	32,122,355	(34.12)	31,667,587	(1.42)
Sheriff's ISF / IT	37,889,023	45,496,768	20.08	44,020,786	(3.24)
Office of the Sheriff	2,275,552	2,279,296	0.16	2,323,592	1.94
Sheriff Asset Forfeiture Program	1,100,000	1,100,000	0.00	1,100,000	0.00
Sheriff Jail Stores ISF	4,645,200	3,850,000	(17.12)	3,850,000	0.00
Sheriff's Inmate Welfare Fund	5,277,000	4,559,081	(13.60)	4,514,081	(0.99)
Countywide 800 MHZ CSA's	848,340	848,340	0.00	848,340	0.00
Total	\$ 475,221,918	\$ 483,657,111	1.78	\$ 496,316,017	2.62



Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 364,951,401	\$ 383,808,322	5.17	\$ 399,231,555	4.02
Services & Supplies	78,525,968	83,041,951	5.75	81,483,312	(1.88)
Other Charges	14,567,116	20,245,342	38.98	19,235,302	(4.99)
Capital Assets Equipment	19,335,864	245,000	(98.73)	200,000	(18.37)
Expenditure Transfer & Reimbursements	(6,924,031)	(6,864,967)	(0.85)	(7,015,615)	2.19
Operating Transfers Out	4,765,600	3,181,463	(33.24)	3,181,463	0.00
Total	\$ 475,221,918	\$ 483,657,111	1.78	\$ 496,316,017	2.62

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	13,961,956	3,959,081	(71.64)	914,081	(76.91)
Licenses Permits & Franchises	233,500	233,500	0.00	233,500	0.00
Fines, Forfeitures & Penalties	8,838,585	12,038,585	36.20	9,038,585	(24.92)
Revenue From Use of Money & Property	7,432,595	6,417,877	(13.65)	5,300,000	(17.42)
Intergovernmental Revenues	42,983,347	35,665,718	(17.02)	35,997,035	0.93
Charges For Current Services	72,645,629	78,786,837	8.45	83,179,279	5.58
Miscellaneous Revenues	9,522,580	4,532,865	(52.40)	4,532,865	0.00
Other Financing Sources	149,959,346	159,565,982	6.41	167,194,363	4.78
General Revenue Allocation	169,644,380	182,456,666	7.55	189,926,309	4.09
Total	\$ 475,221,918	\$ 483,657,111	1.78	\$ 496,316,017	2.62

Alternate Public Defender



Department Description

The Department of Alternate Public Defender provides legal representation to indigent residents of San Diego County who have been charged with the commission of criminal offenses or are subject to a court petition affecting rights of family. Legal representation is provided in cases in which the Public Defender has a conflict of interest or otherwise has been relieved as counsel. The Alternate Public Defender represents clients in all stages of the legal proceedings from appointment through conclusion of the case. The Alternate Public Defender is located throughout San Diego County and provides services at all San Diego Courts.

Mission Statement

To serve the citizens of the County of San Diego by providing competent and effective legal representation, pursuant to State and federal laws, to indigent persons for whom there exists the possibility of custody or loss of other substantial rights, including life and family.

2004-05 Accomplishments

The Alternate Public Defender worked with the Courts, District Attorney, County Counsel, Health and Human Services, Probation, and the Public Defender in achieving the following:

Strategic Initiative – Kids

- Assisted over 5,000 parents in Dependency Court by providing representation designed to maximize opportunities for reunification of families.
- Successfully participated in a competitive bid that resulted in the department being selected by the State of California Administrative Office of the Courts as the preferred vendor for representation of parents in dependency matters in San Diego County through Fiscal Year 2007-08.

- Provided representation in over 130 Welfare Fraud cases and promoted restitution payments to the County to enable reduction of charges, thus providing individuals with better opportunities for future success.

Strategic Initiative – Safe and Livable Communities

- Provided representation and support to over 4,700 persons in adult criminal and juvenile delinquency cases, directing them towards services and programs to address substance abuse, school truancy, anger management, and other counseling opportunities.

Required Discipline – Fiscal Stability

- Reengineered representation models and disposition procedures in the Adult Criminal and Dependency divisions to ensure effective representation of citizens in appointed cases.
- Implemented a billing system to fully recover all revenue from the State for County services provided in Dependency Court as mandated by the California Welfare and Institutions Code.

Required Discipline – Information Management

- Collaborated with the Public Defender to develop additional system capabilities and reports to increase the efficiency of the department's Justice Case Activity Tracking System (JCATS).



Required Discipline – Continuous Improvement

- Recruited over 120 volunteers through partnerships with local law schools, universities, and community organizations. The volunteers provided over 12,500 hours of service for the County and in return received professional training and experience to assist their future careers.

2005-07 Objectives

Strategic Initiative – Kids

- Support families with children by developing and implementing a new cost efficient and effective advocacy model to represent 100% of the parents' cases appointed by the Juvenile Court.

Strategic Initiative – Safe and Livable Communities

- Provide legal representation for 100% of court-appointed criminal and juvenile cases where no conflict exists.
- Identify and promote referrals to substance abuse services through the Probation Department or the California Department of Corrections, to provide opportunities for addicted persons to break the cycle of drug abuse and crime.

Required Discipline – Information Management

- Complete training and proficiency testing for 100% of staff in the case management system (JCATS).

Required Discipline – Fiscal Stability

- Reduce the number of defense conflicts through the creation of a separate and distinct unit to represent a greater number of high-level felony cases and to assist the County to operate within the funding levels established for indigent defense services.

Changes from 2004-2005 Adopted

Staffing

Six additional staff years are proposed to create a separate and distinct unit to allow the Alternate Public Defender to reduce the number of defense conflicts and therefore represent a greater number of clients in high-level felony cases.

Expenditures

Total expenditures are proposed to increase by \$0.8 million.

- An increase of \$0.9 million is proposed in Salaries and Benefits attributable to negotiated labor agreements and the proposed staffing changes described above.
- A proposed reduction of \$0.1 million in Services and Supplies is due to various expenditure decreases in the Department.

Revenues

Total revenues are proposed to increase by \$0.8 million.

- Intergovernmental Revenue is proposed to increase by \$0.2 million from the State to offset increases in Salaries and Benefits costs related to the Dependency program.
- General Revenue Allocation is proposed to increase by \$0.6 million to offset the increased costs of department operations.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Provide Legal Representation for Criminal Cases ¹	2,770	3,482 ¹	3,000	3,000
Provide Legal Representation for Dependency Cases	5,000	5,063	5,000	5,000
Provide Legal Representation for Delinquency Cases	1,150	1,262	1,150	1,150
Provide Legal Representation for Capital Litigation Cases	2	2	2	2
Percentage of clients who pay down restitution on welfare fraud cases to \$1,500 or less, thus enabling them to have their cases reduced from felony to misdemeanor	N/A	20%	20%	20%
Percentage of parents or grandparents in Dependency Court who successfully obtain orders of reunification with their children	55%	55%	60%	60%
Complete annual review and approval for emergency preparedness plans for business continuity and site evacuation procedures	2	2	2	2

¹ Includes a higher than anticipated number of cases referred from the Public Defender.



Alternate Public Defender

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Administration	8.00	8.00	0.00	8.00	0.00
Juvenile Dependency	36.00	36.00	0.00	36.00	0.00
Juvenile Delinquency	7.00	7.00	0.00	7.00	0.00
Criminal Defense	35.00	41.00	17.14	41.00	0.00
Total	86.00	92.00	6.98	92.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Administration	\$ 1,091,702	\$ 1,113,063	1.96	\$ 1,141,734	2.58
Juvenile Dependency	5,174,511	4,996,639	(3.44)	5,157,893	3.23
Juvenile Delinquency	1,172,299	1,229,336	4.87	1,254,513	2.05
Criminal Defense	5,827,233	6,751,325	15.86	6,926,445	2.59
Total	\$ 13,265,745	\$ 14,090,363	6.22	\$ 14,480,585	2.77

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 10,441,312	\$ 11,361,244	8.81	\$ 11,751,466	3.43
Services & Supplies	2,824,433	2,729,119	(3.37)	2,729,119	0.00
Total	\$ 13,265,745	\$ 14,090,363	6.22	\$ 14,480,585	2.77

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fines, Forfeitures & Penalties	49,851	49,851	0.00	49,851	0.00
Intergovernmental Revenues	5,417,783	5,618,272	3.70	5,817,365	3.54
Miscellaneous Revenues	267,895	297,895	11.20	297,895	0.00
General Revenue Allocation	7,530,216	8,124,345	7.89	8,315,474	2.35
Total	\$ 13,265,745	\$ 14,090,363	6.22	\$ 14,480,585	2.77

Child Support Services



Department Description

The Department of Child Support Services (DCSS) is the local agency responsible for administering the federal and State Title IV-D child support program. The department is governed by federal and State law with oversight by the California Department of Child Support Services. DCSS provides County residents with services such as establishing paternity, establishing and enforcing financial and medical support orders, and collecting and disbursing child support payments. DCSS has 128,000 open child support cases and collects approximately \$157 million in child support per year.

Mission Statement

To promote the well-being of children and the self-sufficiency of families by providing child support assistance efficiently, effectively, and professionally regardless of the custodial status or financial position of the children's parents. By establishing and enforcing child support orders, the Department of Child Support Services fosters a sense of parental responsibility that enhances the lives of San Diego County children.

2004-05 Accomplishments

Strategic Initiative - Kids

- Collected and disbursed \$99.5 million in child support to families, exceeding the goal of a 2% increase (\$99.1 million).
- Disbursed child support collections to families within 48 hours of receipt.
- Reduced the amount of child support funds held awaiting disbursement from \$2.4 million to \$1.5 million, achieving the goal of reducing this amount to less than 1% of total collections and providing child support money to families.
- Exceeded the five federal performance measure standards:

- 95.8% paternity establishment percentage; federal standard 90%
- 82.9% support order establishment percentage; federal standard 50%
- 42.1% current support collection percentage; federal standard 40%
- 53.8% arrears collection percentage; federal standard 40%
- \$2.47 cost effectiveness ratio (amount collected per dollar spent); federal standard \$2.00.
- Increased outreach efforts and simplified the application for services, which resulted in a 12% increase in non-welfare applications received.
- Implemented proactive enforcement techniques to reduce the number of non-paying cases that owe current support to 42%.

Strategic Initiative - The Environment

- Implemented a new DCSS website in February 2005, which provides the ability to view a history of child support payments received as well as the ability to download forms and an application for services. This functionality decreases paper and postage while providing better customer service.
- Maximized the use of video conferencing in lieu of travel for meetings.



- Implemented a battery recycling program, continued toner recycling, and officewide recycling programs.
- Developed a departmental document retention policy and in accordance with the policy, destroyed all records stored at Iron Mountain Storage that were older than 5 years.

Strategic Initiative - Safe and Livable Communities

- Established health insurance orders for 90% of cases with current child support orders, ensuring that children have the opportunity to receive health insurance.
- Ensured the domestic violence questionnaire was mailed in all new domestic violence cases and updated the domestic violence indicator in appropriate cases.

Required Discipline – Customer Satisfaction

- Achieved a 1-minute average speed of answer in the call center, which receives approximately 30,000 calls per month.

2005-07 Objectives

The Public Safety Group's performance measurement initiative took DCSS through a process to identify mission critical services, which considered the restructuring of the department and loss of staff. As a result, this plan includes objectives that are meaningful and accurately reflect desired outcomes and priorities. New objectives added this year will have a baseline set by June 2005.

Strategic Initiative - Kids

- Obtain a fair and appropriate order for paternity, financial, and/or medical support in a timely manner.
 - Reduce the amount of time from application for services to the establishment of a judgment for support by 10%.
 - Increase the percentage of cases paying within 90 days of establishment of the order by 10%.

- Maintain the percentage of open cases with an enforceable order at 80% or greater. Currently 83% of open cases have an enforceable order.
- Decrease the percentage of non-paying cases from 45% to 41%.

Strategic Initiative - Safe and Livable Communities

- Promptly and accurately open and adjust accounts based on information provided, and collect and disburse payments in a timely manner.
 - Maintain the percentage of child support payments disbursed to the custodial parents within 48 hours at 99% or above. Currently 99.7% of child support payments are disbursed in 48 hours.
 - Meet 90% of the established timelines for opening or adjusting accounts monthly.
 - Increase the percentage of customers receiving payments by Electronic Funds Transfer (EFT) from 25% to 30% for Fiscal Year 2005-06 and to 40% for Fiscal Year 2006-07.

Required Discipline – Customer Satisfaction

- Inform the community of services we offer and ensure customers are treated with fairness and respect as we efficiently provide accurate, resolution-based service.
 - Increase the number of non-welfare applications from 5,400 to 5,670, a 5% increase.
 - Increase the use of self-service options available via the phone and Internet.
 - Maintain an average time to be seen by a caseworker in the DCSS office at 10 minutes.
 - Establish a measure for assessing customer satisfaction with service received over the phone.

Required Discipline – Fiscal Stability

- Work with the Board of Supervisors to provide resources for any County share of the federal penalty imposed on the State of California due to the State's delay in implementing a Statewide Child Support System.



Changes from 2004-05 Adopted

Staffing

Proposes a reduction of 60.00 staff years.

- As a result of a flat State funding allocation for Fiscal Year 2005-06 and increased operational costs, 60 vacant staff years are proposed to be eliminated to align expenditures with program revenues. In addition, as attrition occurs, 23 staff years will not be filled during the year.

Expenditures

Expenditure reduction strategies during Fiscal Year 2005-06 will continue to reduce overall costs. Changes will include: the transfer of staff in leased space from the Southwestern Bell Communications (SBC) Building to County offices; a decrease in administrative costs as a result of implementing Electronic Funds Transfer out to custodial parents and Electronic Funds Transfer in from employers; and a decrease in printing, mailing, and postage costs as a result of a vendor contract for services.

Total expenditures are proposed to decrease by \$0.6 million.

- Salaries and Benefits are proposed to increase by a net amount of \$0.4 million. This includes a reduction of \$3.4 million due to the reduction of 60 vacant staff years. This reduction is offset by increases due to negotiated salary and benefit increases and the reversal of a negative salary adjustment included in the previous fiscal year.
- Capital Assets Equipment is proposed to increase by \$0.2 million due to the purchase of Information Technology equipment.

Revenues

Total revenues are proposed to increase by \$0.6 million.

- Intergovernmental Revenues are proposed to increase by \$1.0 million due to maximizing federal Financial Participation through use of matching funds.
- Charges For Current Services are proposed to decrease by \$0.4 million due to a decrease in child support welfare collections.

Significant Changes in Fiscal Year 2006-07

Funding is projected to decrease slightly for Fiscal Year 2006-07 necessitating holding up to 42.00 staff years vacant.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Percent of Current Support Collected (federal performance measure #3)	41%	43%	45%	47%
Average Speed of Answer at Call Center	1.0 minute	1.0 minute	1.0 minute	1.0 minute
Collections disbursed to families (in millions)	\$99.1	\$99.5	\$101.5	\$103.5
Percent of undistributed collections	1.0%	0.8%	1.0%	1.0%
Number of non-welfare applications received ¹	5,228	5,400	N/A	N/A
Customer satisfaction rating (Scoring 1-5) ²	N/A	N/A	4.0	4.0

1 Number of non-welfare applications will not be a performance measure in Fiscal Years 2005-07 because the department has realized a 289% increase over the last 3 years due to the focused outreach efforts. The increase shows that the department's objective of increasing community awareness has been sufficiently achieved and the goal is to maintain the current status.

2 Scale of 1-5, with 5 being "excellent". This new performance measurement reflects the department's commitment to provide exceptional customer service to its customers who visit the department. The internal customer service satisfaction survey will be reviewed quarterly for results.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Public Relations	5.00	4.00	(20.00)	4.00	0.00
Production Operations	608.00	557.00	(8.39)	557.00	0.00
Staff Development Division	25.00	18.00	(28.00)	18.00	0.00
Quality Assurance	2.00	2.00	0.00	2.00	0.00
Administrative Services (Child Support)	24.00	23.00	(4.17)	23.00	0.00
Recurring Maintenance and Operations	10.00	12.00	20.00	12.00	0.00
Help Desk Support	10.00	8.00	(20.00)	8.00	0.00
Total	684.00	624.00	(8.77)	624.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Public Relations	\$ 395,868	\$ 335,051	(15.36)	\$ 345,906	3.24
Production Operations	48,894,201	49,728,204	1.71	47,190,739	(5.10)
Staff Development Division	1,844,856	1,486,226	(19.44)	1,526,718	2.72
Quality Assurance	196,109	204,760	4.41	209,712	2.42
Administrative Services (Child Support)	2,183,610	2,116,776	(3.06)	2,201,856	4.02
Recurring Maintenance and Operations	1,636,459	1,580,016	(3.45)	1,617,565	2.38
Maintenance and Operations	—	396,200	N/A	—	(100.00)
Help Desk Support	733,056	657,981	(10.24)	675,359	2.64
Total	\$ 55,884,159	\$ 56,505,214	1.11	\$ 53,767,855	(4.84)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 45,901,098	\$ 46,280,637	0.83	\$ 45,246,866	(2.23)
Services & Supplies	9,849,496	9,828,377	(0.21)	8,520,989	(13.30)
Capital Assets Equipment	133,565	396,200	196.63	—	(100.00)
Total	\$ 55,884,159	\$ 56,505,214	1.11	\$ 53,767,855	(4.84)

Child Support Services



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Intergovernmental Revenues	52,966,159	53,935,214	1.83	51,197,855	(5.08)
Charges For Current Services	2,903,000	2,520,000	(13.19)	2,520,000	0.00
Miscellaneous Revenues	15,000	50,000	233.33	50,000	0.00
General Revenue Allocation	—	—	0.00	—	0.00
Total	\$ 55,884,159	\$ 56,505,214	1.11	\$ 53,767,855	(4.84)

Citizens' Law Enforcement Review Board



Department Description

The Review Board was established by Charter amendment for the purpose of receiving and investigating complaints of misconduct by peace officers and custodial officers employed by the County in the Sheriff's or Probation Departments. The Review Board is also able to investigate, without a complaint, the death of any person while in the custody of, or in connection with, the actions of officers employed by the Sheriff's or Probation Departments. The Review Board issues monthly workload updates, and publishes a more comprehensive annual report which is widely distributed and is available on the Citizens' Law Enforcement Review Board (CLERB) website (www.sdcounty.ca.gov/clerb).

Mission Statement

To increase public confidence in government and the accountability of law enforcement through the investigation and reporting of citizen complaints filed against peace officers or custodial officers employed by the County in the Sheriff's or Probation Departments which allege improper conduct by the officers, or which allege policy or procedural violations.

2004-05 Accomplishments

Strategic Initiative – Kids

- Ensured that CLERB services were available to juveniles and the parents of juveniles, one complaint involving Probation detentions was received.

Strategic Initiative – The Environment

- Monitored consumption of supplies and resources including utilities.
- Provided information on energy saving techniques to office staff.

Strategic Initiative – Safe and Livable Communities

- Continued the basic mission of maintaining public accountability of peace officers employed by both the Sheriff's Department and the Probation Department, thereby promoting safer communities through a higher degree of professionalism in law enforcement.
- A total of 132 cases were received, 137 investigations completed, and 58 cases remain open.
- Achieved the milestone of having no cases older than one year open in December 2004.
- Provided the Sheriff's and Probation Departments 12 monthly "early warning" reports, summarizing the details of all new complaint cases received.
- Attended six community meetings, exceeding the goal of holding or attending at least one community meeting per quarter.

2005-07 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain public accountability of peace officers employed by the County to the extent allowed by law.



- Receive and process new complaints and conduct timely staff investigations. Ensure that all cases are processed within one year.
- Provide monthly early warning reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity of the employees, when known.
- Conduct or attend at least one community-based meeting per quarter to increase community awareness of the Citizen's Law Enforcement Review Board.
- Increase customer service survey responses by 10% from the current return-rate of 61%.
- Achieve an initial complaint turn-around of two working days or less. This is measured from when the complaint is received to when case documents are completed and returned to the complainant for verification and signature.

Changes from 2004-05 Adopted

Staffing

There are no proposed staffing changes.

Expenditures

Total expenditures are proposed to decrease by a net \$0.01 million.

- Proposed increase in Salaries and Benefits due to negotiated labor agreements.
- Proposed decrease in Services and Supplies to offset salary and benefit increases.

Revenues

Total revenues are proposed to decrease by a net \$0.01 million.

- Proposed decrease in Use of Fund Balance offset by an increase in the General Revenue Allocation.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Receive & Process New Complaints*	150+	132	N/A	N/A
Conduct Staff Investigations on Pending & New Complaints*	150+	137	N/A	N/A
Provide Monthly Early Warning Reports*	12	12	N/A	N/A
Mail out complaint documents for complainant signature within 2 working days of initial contact.**	NA	NA	100%	100%
Complete case investigations within one year.	NA	100%	100%	100%
Provide monthly early warning reports Sheriff and Probation Department.**	12	12	12	12
Hold or attend at least one community based meeting per quarter.	4	6	4	4

* These measures are being eliminated in favor of new measures that more accurately reflect departmental performance.

**These measures have been added because they better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
LawEnforcementReviewBoard	4.00	4.00	0.00	4.00	0.00
Total	4.00	4.00	0.00	4.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
LawEnforcementReviewBoard	\$ 507,280	\$ 497,922	(1.84)	\$ 506,972	1.82
Total	\$ 507,280	\$ 497,922	(1.84)	\$ 506,972	1.82

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 395,955	\$ 397,963	0.51	\$ 406,824	2.23
Services & Supplies	111,325	99,959	(10.21)	100,148	0.19
Total	\$ 507,280	\$ 497,922	(1.84)	\$ 506,972	1.82

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	33,615	—	(100.00)	—	(100.00)
General Revenue Allocation	473,665	497,922	5.12	506,972	1.82
Total	\$ 507,280	\$ 497,922	(1.84)	\$ 506,972	1.82

Office of Emergency Services



Department Description

The Office of Emergency Services (OES) coordinates the overall County response to disasters. OES is responsible for alerting and notifying appropriate agencies when disaster strikes; coordinating all agencies that respond; ensuring resources are available and mobilized in times of disaster; developing plans and procedures for response to and recovery from disasters; and developing and providing preparedness materials for the public. OES staffs the Operational Area Emergency Operations Center and also acts as staff to the Unified Disaster Council (UDC), a joint powers agreement between all 18 cities and the County of San Diego. The UDC provides for the coordination of plans and programs countywide to ensure protection of life and property.

Mission Statement

Coordinate the County's planning for, response to, and recovery from disasters to ensure safe and livable communities.

2004-05 Accomplishments

Strategic Initiative - Kids

- Developed public education campaign to improve terrorism awareness in cooperation with San Diego County Office of Education, schools, and libraries.
- Completed seventeen Community Meetings throughout the library system on the Terrorism Public Education Campaign.
- Partnered with San Diego County Office of Education and San Diego Unified School District to provide Emergency Survival Program materials to local schools.
- Provided Terrorism, Earthquake, and other hazard brochures to both the County and City library system for distribution with brochures in multiple languages.

Strategic Initiative – The Environment

- In a nationwide grant competition, received \$0.6 million in the Federal Emergency Management Agency (FEMA) Pre-Disaster Mitigation Grant funds, the largest amount received by any local government jurisdiction in California.
- The County of San Diego and all eighteen incorporated cities adopted the first Multi-Hazard Mitigation Plan in California approved by FEMA.
- Completed revisions to the Countywide Oil Spill Contingency Plan.

Strategic Initiative – Safe and Livable Communities

- Coordinated the Countywide Homeland Security Exercise & Evaluation Program. Facilitated participation of all eighteen cities in local tabletop exercises and in a Countywide Emergency Operations Center Exercise.
- Assisted ten communities in the unincorporated areas of the County in the development of evacuation/emergency plans.



- Administered \$22.0 million State Homeland Security grant funds to County departments, fire protection districts, and eighteen incorporated cities to provide protective equipment, training and exercises to respond to terrorist incidents.
- Coordinated the development and implementation of an automated community notification system to alert County residents of emergency situations. Collaborated with Health and Human Services Agency, San Diego County law enforcement, and fire service agencies to develop protocols and procedures to be used.
- Conducted and passed one graded Nuclear Power Plant Exercise.
- Developed three separate "Concepts of Operations" plans that address fire season, winter weather, and terrorist incidents. These documents have been distributed to cities within the County and other Southern California counties.
- Conducted training for County departments on their responsibilities under the County of San Diego Operational Area Emergency Plan and conducted an exercise to test County emergency response procedures.
- Completed Countywide Terrorism Protocol to assist all jurisdictions in coordinating a response to a terrorist attack.
- Administered \$0.13 million in grant funds to support activities of twelve new Community Emergency Response Team programs in San Diego County.
- Developed a Re-Entry Protocol for the County to ensure an area affected by a disaster is safe for residents to re-enter.

2005-07 Objectives

Strategic Initiative – Safe and Livable Communities

- Reduce the vulnerability of our community to disasters through hazard reduction and identify funding for related programs.
 - Apply for available hazard mitigation grant funds by June 2006.
- Collaborate with individuals and communities to anticipate disasters and prepare to withstand and recover from their impacts.
 - Assist ten communities in completing emergency protection and evacuation plans by June 2006.
 - Conduct one full-scale exercise with all eighteen cities by June 2006.
 - Conduct six tabletop exercises for cities and communities to exercise their emergency plans by June 2006.
- Coordinate the effective multi-agency response and communications, during disasters and events, to minimize the negative impact to the community while maximizing public and emergency personnel safety.
 - Activate the Emergency Operations Center (EOC) at a Level 1 within an hour of notification of the triggering event, 80% of the time by June 2006.
- Coordinate the implementation of programs and the restoration of critical needs and services to assist residents, businesses and government to function as a community again.
 - Complete a Recovery Plan for San Diego County by June 2006.
- Develop public education campaigns and distribute related materials in cooperation with local educational institutions, hospitals, media outlets and libraries to improve preparedness awareness.
 - Improve terrorism awareness by increasing the percentage of San Diego County Schools to receive educational materials by June 2006.



Changes From 2004-05 Adopted

Staffing

Proposed increase of 4.00 staff years to perform Homeland Security planning, develop training, and administer training exercises funded by federal terrorism grants as approved by the Board of Supervisors mid-year 2004-05.

Expenditures

Expenditures are proposed to decrease by a net \$2.0 million which includes:

- Proposed increase of \$0.4 million in Salaries and Benefits due to negotiated labor agreements and the addition of 4.00 staff years as discussed above.
- Proposed net decrease of \$2.7 million in Services & Supplies due to:
 - \$4.4 million reduction in equipment purchases associated with the completion and partial completion of grant funded Homeland Security activities.
 - \$2.0 million increase in Homeland Security equipment purchases and training activities funded by Urban Area Security Initiative (UASI) Grants approved mid-year by the Board of Supervisors.
 - \$0.3 million reduction is primarily due to a transfer of expenditures in support of fire equipment improvement needs from Services & Supplies to Other Charges.
- Proposed net increase of \$4.8 million in Other Charges is a result of:
 - \$0.6 million decrease in equipment purchases due to the completion and partial completion of grant funded activities.
 - \$5.1 million increase associated with the UASI Grants.

- \$0.3 million increase due to transfer of fire equipment improvement expenditures from Services & Supplies to Other Charges and \$0.2 million increase to support the County contribution to the Fire Protection Trust Fund, supporting the equipment and capital improvement needs of fire agencies that rely heavily on volunteer firefighters.
- Proposed decrease of \$4.5 million in Capital Assets Equipment due to the elimination of one time costs associated with the Fiscal Year 2004-05 Regional Communications System upgrade.

Revenues

Revenues are proposed to decrease by \$2.0 million, which includes:

- Proposed net decrease of \$1.5 million in Intergovernmental Revenues due to:
 - \$8.8 million proposed reduction as a result of the completion and partial completion of grants.
 - \$7.1 million increase for the UASI Grants.
 - \$0.2 million increase is due to a transfer of revenue from Charges for Current Services to Intergovernmental Revenues.
- Proposed net decrease of \$0.2 million in Charges for Current Services due to the transfer of revenue from Charges for Current Services to Intergovernmental Revenues.
- Proposed decrease of \$0.3 million in Fund Balance associated with the planned reduced use of County funds by increasing the proportion of department direct services supported by grant funds. The Fund Balance amount of \$0.2 million will support the County's Fiscal Year 2005-06 contribution to the Fire Protection Trust Fund for one-time equipment and capital improvement needs.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Nuclear Power Plant graded exercises conducted for plume phase scenario ¹	1	1	N/A	N/A
County staff trained on San Onofre Operations Plan ²	40	40	N/A	N/A
Emergency Operations Center (EOC) staff trained on functions and roles in the Emergency Operations Center ²	30	60	N/A	N/A
Percentage of San Diego County schools to receive information in improving terrorism awareness ³	50%	50%	50%	N/A
Tabletop exercises to be conducted for cities to exercise their emergency plans ⁴	6	14	6	N/A
Communities assisted in the development/ completion of evacuation/emergency plans ⁵	10	10	10	5
Full scale exercise conducted with all 18 cities and fire protection districts ⁶	N/A	N/A	1	1
Emergency Operations Center (EOC) activated at Level 1 within an hour of notification of the triggering event ⁶	N/A	N/A	80%	80%

¹ Performance Measure completed in Fiscal Year 2004-05.

² This measure will be eliminated since it has been incorporated into the department's training program effective Fiscal Year 2005-06. The department's new training program is to conduct one EOC Section training per quarter, which started in January 2005. One training session accommodates at least 30 staff.

³ This measure will be completed in Fiscal Year 2005-06.

⁴ In Fiscal Year 2004-05 the County assisted 14 cities and special districts in developing and conducting Homeland Security exercises. This is the first year the County conducted a Countywide Exercise Program. Six cities were planned to conduct exercises. The hiring of a consultant/contractor resulted in the additional completion of eight cities. This measure has been revised for Fiscal Year 2005-06 to reflect the exercises to be conducted instead of cities' participation.



⁵ Fiscal Year 2004-05 represents the number of communities assisted in the development of evacuation/emergency plans. Fiscal Year 2005-06 represents the number of communities assisted to complete their emergency plans.

⁶ New measure for Fiscal Year 2005-06.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Emergency Services	12.00	16.00	33.33	16.00	0.00
Total	12.00	16.00	33.33	16.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Emergency Services	\$ 21,980,736	\$ 19,983,800	(9.08)	\$ 2,489,928	(87.54)
Total	\$ 21,980,736	\$ 19,983,800	(9.08)	\$ 2,489,928	(87.54)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 1,298,568	\$ 1,676,556	29.11	\$ 1,688,863	0.73
Services & Supplies	7,694,927	5,026,025	(34.68)	474,521	(90.56)
Other Charges	8,487,241	13,281,219	56.48	326,544	(97.54)
Capital Assets Equipment	4,500,000	—	(100.00)	—	(100.00)
Total	\$ 21,980,736	\$ 19,983,800	(9.08)	\$ 2,489,928	(87.54)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	495,886	200,000	(59.67)	—	(100.00)
Intergovernmental Revenues	20,792,372	19,284,198	(7.25)	1,955,561	(89.86)
Charges For Current Services	209,950	—	(100.00)	—	(100.00)
General Revenue Allocation	482,528	499,602	3.54	534,367	6.96
Total	\$ 21,980,736	\$ 19,983,800	(9.08)	\$ 2,489,928	(87.54)

Medical Examiner



Department Description

Mandated by the State of California Coroner's Statutes and the County Board of Supervisors, the Medical Examiner Department provides forensic death investigation services to the people of San Diego County. To execute its mission, the department is comprised of a permanent staff of forensic pathologists, forensic autopsy assistants, forensic toxicologists, field death investigators, and administrative personnel. The department contracts for some services not performed by its staff, e.g., decedent transportation and professional forensic anthropology, neuropathology, and odontology services as well as clinical laboratory services from the County Public Health Department, Children's Hospital, University of California San Diego (UCSD), and national reference laboratories as needed. The department has jurisdiction over approximately 51% of reported deaths in the County annually.

Mission Statement

Investigate and determine the cause of death in all homicides, suicides, accidental deaths, sudden unexpected deaths, infectious and communicable disease deaths, environmentally-related deaths, deaths from occupational diseases or hazards, and deaths due to apparent natural causes in which the decedent was not seen by a physician within 20 days prior to death or in which the physician cannot determine the cause of death.

2004-05 Accomplishments

Strategic Initiative – Kids

- Actively participated in multi-disciplinary committees such as the Methamphetamine Strike Force and San Diego County Child Fatality Committee.
- Led the State of California task force that developed a revised protocol for the investigation, documentation, and reporting of Sudden Infant Death Syndrome (SIDS) deaths.
- Investigated four child abuse deaths to assess triggering events, biomechanics of trauma, and quality of care, and reported results to the District Attorney and the San Diego County Child Fatality Committee.
- Participated in regular Morbidity and Mortality conferences, seminars, and outreach programs.
- Unable to assess drug prevalence and risks involved in motor vehicle fatalities, many of which involve minors, due to the cancellation of the Memorandum of Agreement (MOA) with the Drugs, Alcohol, and Driving Project (DAAD). This MOA was cancelled due to loss of federal funding by the project coordinator, Addiction Research Institute.
- Conducted tours of the Medical Examiner's Office for youths and representatives from the Los Angeles County Probation Department's Focus program, which focuses on prevention of illegal activity.
- Provided education seminars to five organized youth programs including schools, clubs, and juvenile detention centers.



Medical Examiner

- Identified deaths related to obesity, asthma, diabetes, and undiagnosed congenital defects in which steroid use played a contributory role in order to expand limited reference material. Conducted toxicological testing for drugs in pediatric death and non-death cases.
 - Identified and analyzed 34 childhood accidental deaths, the leading cause of death of children under 13 years of age, and reported to the San Diego County Child Fatality Committee and the Medical Examiners and Coroners Alert Project (MECAP).
 - Participated in the Study of Childhood Drowning, sponsored by the National Institute of Child Health and Human Development (NICHD), by reporting information on the three cases that occurred in San Diego County in Fiscal Year 2004-05.
- Strategic Initiative – The Environment**
- Supported Public Safety Group action plan to ensure the cleanup of human trauma waste on public property within the County.
 - Facilitated the initiation of bio-hazardous waste removal at death scenes.
 - Conducted departmental training and implemented a plan for comprehensive blood-borne bio-hazardous waste confinement.
 - Collaborated with County Veterinarian staff in all reported fatalities in wild and domestic animals on diseases that could spread to humans such as the West Nile virus and other diseases that affect public health and safety. This information is shared with regional and nationwide networks.
 - Coordinated with County Public Health Services in the tracking of 202 deaths in which infectious disease was identified.
- Strategic Initiative – Safe and Livable Communities**
- Reviewed circumstances surrounding approximately 10,500 deaths referred to the Medical Examiner.
 - Investigated circumstances of approximately 2,700 deaths and established a cause and manner of death, performed autopsies in approximately 2,050 cases, and performed toxicology testing in approximately 1,950 cases.
 - Fell short of achieving continuous improvement in productivity and service to customers by meeting stated performance standards, due to a shortage of available staff.
 - Ensured notification to decedents' families in greater than 98% of cases.
 - Enabled timely funeral services for families by making bodies ready for release in a prompt manner.
 - Fell short of completing final death certificates in a timely fashion, due to a shortage of available staff.
 - Continued to support and participated actively in community organizations such as the Methamphetamine Strike Force and the Trauma Intervention Programs (TIP) of San Diego County.
 - A total of \$2.0 million is included in the Capital Improvement Plan and a Capital Improvement Project to begin planning and design activities for a new facility to accommodate the department's needs through the year 2030.
 - Continued to operate in accordance with the National Association of Medical Examiners (NAME) standards.
 - Assessed 36 deaths in which the decedent had schizophrenia or bipolar disorders to determine the suitability of brain donation for research through the Stanley Medical Research Institute and facilitated the donation of 32 brains.
 - Participated in the Federal MECAP and in the Drug Abuse Warning Network (DAWN) to support the identification of defects in consumer products and the compilation and publishing of statistics on drug-related deaths.



- Supported and enhanced opportunities for organ and tissue donation, resulting in 299 donations from 135 donors.
- Collaborated with: Public Health on all reported infectious and communicable diseases; Poison Center on all toxicology cases; Environmental Health on sentinel cases affecting public health and safety; County Mortuary and Funeral Directors on issues of mutual interest; and, State and local occupational safety and health agencies in all employment-related deaths.
- Participated in six mass fatality incident planning, training, response, and recovery exercises locally and regionally.
- Identified potential cases of pharmaceutical drug abuse and reported 5 such cases to the San Diego Regional Pharmaceutical Narcotic Enforcement Team (RxNET).
- Tracked and reported 16 cases of elder abuse, 31 cases of therapeutic misadventure, and other patient safety issues.

2005-07 Objectives

Strategic Initiative – Kids

- Implement the revised State protocol for reporting on Sudden Infant Death Syndrome (SIDS), and continue efforts to contribute to understanding of SIDS, including support for education of expectant moms.
- Continue research efforts in childhood death by working with the District Attorney, the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project (MECAP), and the National Institute of Child Health and Human Development (NICHD).
- Continue education efforts by providing tours of the Medical Examiner facility and education seminars for youth groups.

Strategic Initiative – The Environment

- Provide guidance and coordination to responsible parties for bio-hazardous waste removal at all death scenes on public property in order to produce a result of “no reportable incidents.”
- Ensure a safe environment throughout the Medical Examiner facility by following all regulations and safety procedures for x-ray machine usage, blood-borne bio-hazardous waste confinement, radiation detection, and use of laboratory chemicals in order to produce a result of “no reportable incidents.”

Strategic Initiative – Safe and Livable Communities

- Enable timely funeral services for families by making bodies ready for release within the stated performance standards.
- Facilitate timely receipt of benefits by families by completing final death certificates within the stated performance standards.
- Complete examination reports within the stated performance standards.
- Complete toxicology reports within the stated performance standards.
- Complete investigative reports within the stated performance standards.
- Continue research efforts to promote safe and livable communities by working with such organizations as the District Attorney, the Methamphetamine Strike Force, the MECAP, the RxNET, and the Common Ground Community.
- Continue education efforts by conducting autopsy demonstrations for paramedic students, District Attorneys, Public Defenders, investigators, police cadets, law school students, and forensics students, as well as providing training seminars for groups such as the Trauma Intervention Programs (TIP) of San Diego County.



Changes from 2004-05 Adopted

Staffing

Staff years are proposed to increase by 2.00 with the addition of two Medical Examiner Investigators. Caseloads per investigator have grown by 16% over the past five years and overtime costs have increased by 39% over the past three years. Medical Examiner Investigators are on duty 24 hours per day providing coverage to all of San Diego County. Adding two investigators will shorten the time to respond to death scenes, reduce the time required to complete investigative reports, and reduce overtime hours used by investigators.

Expenditures

Total expenditures are proposed to increase by \$0.3 million due to:

- Proposed increase of \$0.4 million in Salaries and Benefits, which is attributable to, proposed staffing changes and negotiated labor agreements.

- Proposed increase of \$0.07 million in Expenditure Transfers and Reimbursements due to the technical reclassification of reimbursements from the Health and Human Services Agency (HHSA) for Emergency Medical Services.

Revenues

Total revenues are proposed to increase by \$0.3 million.

- Proposed decrease of \$0.4 million in Charges for Current Services due to termination of the Memorandum of Agreement with Stanley Medical Research Institute (\$0.2 million), cancellation of the Memorandum of Agreement with Addiction Research Institute (\$0.1 million), and the technical adjustment of HHSA reimbursements discussed above.
- Proposed increase of \$0.7 million in the General Revenue Allocation to support the proposed staffing changes, costs of negotiated labor agreements, and sustains operations following the reduction in revenue discussed above.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Bodies made ready for release on time ¹	100.0%	100.0%	100.0%	100.0%
Final Death Certificates completed on time ²	99.2%	94.6%	99.2%	99.2%
Investigative Reports completed on time ³	97.3%	94.4%	97.3%	97.3%
Toxicology Reports completed on time ⁴	100.0%	100.0%	100.0%	100.0%
Examination Reports completed on time ⁵	97.6%	87.7%	97.6%	97.6%

¹90% in 2 days or less; 7% between 3 and 7 days; and no more than 3% longer than 7 days.

² 70% in 14 days or less; 18% between 15 and 60 days; 10% between 61 and 90 days; and no more than 2% longer than 90 days.

³ 50% in 21 days or less; 40% between 22 and 60 days; 8% between 61 and 90 days; and no more than 2% longer than 90 days.

⁴ 55% in 21 days or less; 40% between 22 and 60 days; 3% between 61 and 90 days; and no more than 2% longer than 90 days.

⁵ 40% in 21 days or less; 40% between 22 and 60 days; 15% between 61 and 90 days; and no more than 5% longer than 90 days.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Decedent Investigations	51.00	53.00	3.92	53.00	0.00
Total	51.00	53.00	3.92	53.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Decedent Investigations	\$ 6,691,917	\$ 7,037,130	5.16	\$ 7,192,202	2.20
Total	\$ 6,691,917	\$ 7,037,130	5.16	\$ 7,192,202	2.20

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 5,429,354	\$ 5,770,799	6.29	\$ 5,928,559	2.73
Services & Supplies	1,262,563	1,341,331	6.24	1,338,643	(0.20)
Expenditure Transfer & Reimbursements	—	(75,000)	N/A	(75,000)	0.00
Total	\$ 6,691,917	\$ 7,037,130	5.16	\$ 7,192,202	2.20

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Charges For Current Services	868,064	545,678	(37.14)	545,678	0.00
Miscellaneous Revenues	44,220	44,220	0.00	44,220	0.00
General Revenue Allocation	5,779,633	6,447,232	11.55	6,602,304	2.41
Total	\$ 6,691,917	\$ 7,037,130	5.16	\$ 7,192,202	2.20

Probation Department



Department Description

The Probation Department provides detention for delinquent juveniles in two Juvenile Halls, treatment and custody for juvenile wards in three minimum-security facilities, as well as investigation and supervision services for juvenile and adult offenders as ordered by the San Diego Superior Court. The department has developed a wide variety of community outreach prevention programs to strengthen families, suppress gang activity, and address alcohol and drug abuse as these behaviors contribute to criminal activity. These programs, created in collaboration with courts, law enforcement, health agencies, schools, social service agencies, and other community-based organizations, are located throughout San Diego County.

Mission Statement

Promote safe and livable communities by providing quality service to the probationer, Courts, victims, partner agencies, and the public.

2004-05 Accomplishments

Strategic Initiative – Kids

- Ensured for the safe and secure operations of the newly completed East Mesa Juvenile Detention Facility.
- Strengthened the links between the Juvenile Correctional System and Children's Mental Health Services by collaborating with the Health and Human Services Agency to provide adequate resources and services at all Probation detention and correctional institutions.
- Collaborated with County Office of Education and Lindamood-Bell Learning Processes Center at Juvenile Ranch Facility to provide a literacy program to all appropriate wards based upon their individual needs.
- Provided health information packets to all parents during intake or supervision interviews to encourage healthy behavior and address adolescent health issues.

- Maintained the multi-disciplinary task force to address and work to prevent the harmful effects of youths' exposure to violence. Coordinated with law enforcement, the Office of the District Attorney, and other partners on cases involving teen relationship violence.
- Continued collaboration between the Gang Suppression Unit, Community Response Officers Program (CROP), and school districts to provide assistance on issues regarding school violence and increasing safety on campuses.
- Improved opportunities for children by assessing risk factors to determine the appropriate level of supervision services for offenders who are parents, thereby contributing to safer, violence-free, and drug-free homes.
- Provided educational materials to all San Diego County School Districts to reduce students' risk of becoming a victim of a sexual offense.

Strategic Initiative – The Environment

- Promoted natural resource management strategies that ensured environmental preservation, quality of life, and economic development through the participation of court ordered public service crews providing services to State and local agencies.



- Promoted telecommuting and video conferencing by Probation Officers to reduce pollution and ease traffic congestion.

Strategic Initiative – Safe and Livable Communities

- Chief Probation Officer is the new chair of the Chief Probation Officers of California Legislative Committee and member of the Executive Board.
- Supervised over 20,180 adult probationers and an average of 3,300 juvenile probationers in the community ensuring compliance with court orders and made appropriate sentencing recommendations for the Court, which helped to build safer communities.
- Partnered with local and federal law enforcement agencies to target gang members who present particular safety concerns for the community.
- Participated on the Deoxyribonucleic Acid (DNA) Steering Committee facilitated by the Sheriff to implement the DNA Fingerprint, Unsolved Crime, and Innocence Protection Act (Proposition 69) and help to create a Statewide database of DNA collected from felons in California.
- Implemented written standards for supervision of sex offenders in conjunction with the Center for Sex Offender Management and ensured the successful implementation of the sex offender registration program. The standards were established in collaboration with regional law enforcement and treatment agencies and were adopted as the regional standard. These new standards have enhanced the accuracy of sex offender information and improved the sharing of this information with the California registration system.
- Ensured that at least 80% of high-risk adult offenders were employed or attending school/training.
- Collaborated with school districts by providing assistance in achieving safe campuses through effective use of Truancy Officers and Community Assessment/Working to Insure and Nurture Girls Success (CA/WINGS) officers making contact with 7,883 juveniles.
- Increased CROP collaboration with the Warrant Bank in the identification of wards with warrants, resulting in 48 arrests.
- Participated in 78 multi-agency law enforcement gang suppression sweeps.
- Collaborated with law enforcement and the District Attorney in CATCH-ID, a team dedicated to identifying and prosecuting identity theft cases, resulting in the investigation of 109 cases of identity theft.
- Participated on the Regional Auto Theft Task Force (RATT), a multi-agency effort with law enforcement task force dedicated to the identification and prosecution auto theft, resulting in the prosecution of 79 cases.
- Continued upgrading departmental emergency services to ensure appropriate response to any emergency by installing automatic defibrillators at all department facilities and expanded emergency communication capabilities with the purchase of 200 additional 800Mhz radios.

2005-07 Objectives

The Public Safety Group's performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the objectives stated below.

Strategic Initiative – Kids

- Provide resources, services, and referrals to increase resiliency of juveniles and families to reduce their risk of entering or re-entering the juvenile justice system.



- 70% of juvenile offenders placed on informal probation will not re-offend (subsequent referral resulting in a sustained petition) within 1 year of completion of informal supervision.
- Support the Health and Human Services Agency in efforts to implement Proposition 63, Mental Health Services Act.
- Enhance juvenile programming in institutions that respond to the changing needs of the community.

Strategic Initiative – The Environment

- Provide a cost effective alternative to custody and/or paying fines by allowing offenders to serve the community, restore the environment, and positively reintegrate into the community.
 - Increase the number of hours Probation Department work crews spend restoring the environment by 15% by June 2006.

Strategic Initiative – Safe and Livable Communities

- Increase public safety and offender accountability through intensive supervision, monitoring compliance with Court ordered conditions of Probation, and use of community and custodial interventions.
 - Increase 4th amendment waiver compliance searches of gang members, sex offenders and drug offenders in Special Operations by 10% by June 2006.
- Provide safe, secure custody with rehabilitative programs (school, gang interventions, Mental Health, Alcohol & Drug) for juvenile offenders who pose a risk to himself or herself or the community.
 - Decrease the number of detainee assaults on other detainees or staff in juvenile institutions by 10% by June 2006.
- Educate crime victims of their constitutional rights and provide victim input to the Court regarding sentencing, restitution and other conditions of probation.

- Contact 100% of victims with an available address and/or phone number to inform them of their rights to restitution and a victim impact statement by June 2006.
- Facilitate the successful re-entry of offenders, released from custody, back into the community.
- Increase the level of supervision of high-risk offenders including 18-25 year old youthful offenders, sex offenders, violent offenders, and probationers with Driving Under the Influence (DUI) offenses.
- Continue to monitor and evaluate programs, develop expertise in pattern analysis, identify trends, develop geographic-mapping, and increase sharing of information with our community and law enforcement partners.
- Implement Proposition 69, San Diego Regional Committee DNA Identification recommendations, for the DNA collections of probationers.
- Target crime prevention and interdiction by partnering with local law enforcement agencies in regional Methamphetamine, Violent Crimes, CATCH-ID, Sexual Assault Felony Enforcement, Project Safe Neighborhoods, Regional Auto Theft, Jurisdictions Unified for Drug and Gang Enforcement Unit (JUDGE) and other task forces.

Changes from 2004-05 Adopted

Staffing

Staffing is proposed to increase by 32.00 staff years.

- Proposed net increase of 14.00 staff years in Institutional Services. This includes 16.00 staff to open one additional dorm at the Juvenile Ranch Facility (JRF) to provide additional sentencing alternatives. The facility operated in Fiscal Year 2004-05 with two dorms and was used only for offenders with substance abuse issues. The facility will now also house wards with delinquent



criminal behavior issues. 2.00 staff years will be transferred to the Juvenile Field Services division to transport wards from East Mesa Juvenile Detention Facility (EMJDF) to Juvenile Court and Medical Appointments.

- Proposed net reduction of 2.00 staff years in Adult Field Services staffing levels. The addition of one supervision unit, 13.00 staff years, will increase the level of supervision of 600 high-risk 18-25 year olds and offenders on probation for various offenses including sexual offenses, family violence, and DUI's. 8.00 staff years were transferred to the Juvenile Field Services division and 7.00 staff years were transferred to Administration to reflect the organization's reporting structure.
- Proposed a net increase of 9.00 staff years in Juvenile Field Services. A mid-year adjustment added a Senior Probation Officer to the Drug Court, funded by a grant from the Board of Corrections. A Correctional Deputy Probation Officer I position was approved for the Sports Training Academic and Recreation/Police Athletic League (STAR/PAL) Program during Fiscal Year 2004-05 Budget Deliberations. A Public Health Staff Nurse II is proposed to meet the management demands of Foster-care mandates; the cost for this position is offset primarily by federal Medicaid funds. A net increase of 8.00 staff years is due to transfers among programs to reflect the organization's reporting structure.
- Administration is proposed to increase by 11.00 staff years. The increased staffing level reflects transfers from other programs to reflect the organization's reporting structure and is only an internal movement of staff from other divisions. The Deputy Chief and Administrative Secretaries for each of the operational divisions have been moved to adapt to the County's project centric costing environment. In addition, clerical staffs from

Adult Field Services were moved to support the Work Projects unit, which is now under the direct management of the Administrative Services division.

Expenditures

Expenditures are proposed to decrease by a net \$2.3 million. The decrease is a result of the following:

- Salaries and Benefits are proposed to increase by \$4.8 million due to negotiated labor and the proposed staffing changes discussed above.
- Services and Supplies are proposed to decrease by \$2.3 million reflecting the removal of one-time costs associated with East Mesa Juvenile Detention Facility.
- Other Charges are proposed to decrease by \$4.1 million reflecting the reduction in the number of wards ordered by the court to Residential Treatment Facilities (RTF), and a reduction in the number of wards in the California Youth Authority.
- Capital Assets Equipment is proposed to be reduced by \$0.1 million due to the deletion of one-time Fiscal Year 2004-05 information technology equipment.
- Expenditure Transfer & Reimbursements are proposed to increase by \$0.6 million to realign the Reflection Programs reimbursement with historical actuals (\$0.4 million) and to support \$0.2 million increases in contract medical costs provided by the Health and Human Services Agency
- There is no change in Management Reserves. The reserve has been established to support development costs of the Probation Case Management System. The remaining reserve amount of \$0.6 million is carried over in Fiscal Year 2005-06 pending the final payment for services.

Revenues

Total revenues reflect a proposed net decrease of \$2.3 million. The decrease is the result of the following:



- Intergovernmental Revenues are proposed to increase by a net \$5.8 million due to;
 - Proposed increase of \$7.4 million in State Emergency Assistance revenue is attributable to the restoration of Temporary Assistance to Needy Families (TANF) funds allocated to Probation departments for juvenile services, which were eliminated in the State Budget proposal for Fiscal Year 2004-05. The State's Fiscal Year 2004-05 Budget included State General Funds for probation services and the Governor's Proposed Fiscal Year 2005-06 State Budget restores this critical TANF funding, in the amount of \$11.4 million, which supports juvenile detentions, juvenile camps and ranch beds, and services to juvenile clients in the community.
 - Proposed increase of \$0.2 million in federal Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) revenue is due to an increase in claimable expenses by Juvenile and Adult Probation officers.
 - Proposed decrease of \$2.6 million in federal and State Foster Care revenues reflecting the decrease in out-of-home placements in Residential Treatment Facilities (RTFs) and the California Youth Authority. The number of wards ordered by the Court to be placed in these facilities has decreased. This proposed reduction is attributable to an anticipated decreased number of wards eligible for State and federal funding.
 - Proposed increase of \$0.8 million in Federal Grant revenues is primarily attributable to the realignment of program revenues offset by a reduction of (\$0.2 million) in the federal Juvenile Accountability Incentive Block Grant (JAIBG) to reflect the President's Proposed Budget. These funds support Juvenile Community Intervention Officers stationed throughout the County.
- Charges for Current Services are proposed to increase by \$1.2 million as follows;
 - Proposed increase of \$0.5 million in Other Court Cost revenues is due to a projected increase in collections from adult offenders ordered by the Court to reimburse the County for the cost of probation services, specifically supervision and investigations.
 - Proposed increase of \$0.1 million in Other Services to Government revenues generated by participants in the Public Workers program, Work Projects and due to the enrollment fee required of clients participating in this program.
 - Proposed net increase of \$0.5 million in Institutional Care County and federal revenues is due to the addition of 48 beds at the JRF. The proposed increased population increases Institutional revenue by \$0.7 million but is offset by a \$0.2 million projected decrease reimbursement due to a decrease in Immigration and Naturalization (INS) holds at Juvenile Detention Facilities.
- Other Financing Sources are proposed to increase by \$1.6 million due to the projected growth of Proposition 172 revenues.
- Proposed decrease of \$7.4 million in Fund Balance due to the completion of one-time costs for the East Mesa Juvenile Detention Facility and the adjustment of other costs and revenues, including the restoration of TANF funds discussed above. The remaining balance is proposed to support the final payment for the development costs of the Probation Case Management System.
- Proposed decrease of \$3.5 million in General Revenue Allocation due to the adjustment of various costs and revenues, including the restoration of TANF funds discussed above.



Significant Changes in Fiscal Year 2006-07

The Fiscal Year 2006-07 Proposed Operational Plan proposes to increase staffing by 14.00 staff years to add another supervision unit to intensively manage the activities of the most serious adult offenders.

The Governor's Fiscal Year 2005-06 Budget Proposal reduces Juvenile Justice Crime Prevention Act (JJCPA) funding by 75%. JJCPA funds are received in advance,

which will delay the impact of this proposed reduction to Fiscal Year 2006-07. If these funds are reduced as proposed, the Juvenile Justice Coordinating Counsel will review all JJCPA funded programs and make recommendations for allocation of the remaining funds based upon the program's performance and alignment with the County's strategic initiatives.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Available Able-Bodied Offenders on Intensive Supervision Employed within Six Weeks*	80%	80%	NA	NA
Breaking Cycles Wards Who Do Not Have a New Arrest Leading to a Conviction or True Finding within One (1) Year of Completing the Program*	70%	70%	NA	NA
Wards Successfully Completing Probation*	75%	75%	NA	NA
Offenders in the WATCH Program Delivering Tox-Free Babies*	100% Teen 100% Adult	100% Teen 100% Adult	NA	NA
Wards Who Complete the Juvenile Ranch Facility Program Successfully*	87%	87%	NA	NA
Percentage of Juvenile offenders placed on informal probation ¹ that will not re-offend (subsequent referral resulting in a sustained petition) within two years of completion of informal supervision ^{2**}	NA	NA	70%	70%
Percentage Increase in the number of hours Probation Department work crews will spend restoring the environment **	NA	NA	15%	15%
Percentage increase in compliance searches of gang members, sex offenders and drug offenders in Special Operations**	NA	NA	10%	10%
Percentage decrease in the number of detainee assaults on other detainees or staff in juvenile institutions **	NA	NA	10%	10%
Percentage of available victims ³ contacted to inform them of their rights to restitution and a victim impact statement **	NA	NA	100%	100%

* These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome-based performance.

** These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.

¹ Informal Probation is a way for misdemeanor and minor felony cases to be handled without formal adjudication and formal probation supervision.

² Informal supervision is voluntary and involves a six-month contract between the parent, the minor and Probation Department.

³ Any victim with an available address and/or phone number.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Adult Field Services	380.00	378.00	(0.53)	392.00	3.70
Institutional Services	439.00	453.00	3.19	453.00	0.00
Juvenile Field Services	346.00	355.00	2.60	355.00	0.00
Department Administration	99.00	110.00	11.11	110.00	0.00
Total	1,264.00	1,296.00	2.53	1,310.00	1.08

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Adult Field Services	\$ 33,419,370	\$ 35,668,800	6.73	\$ 37,659,595	5.58
Institutional Services	42,481,317	44,874,889	5.63	46,305,405	3.19
Juvenile Field Services	56,609,181	51,271,781	(9.43)	46,965,249	(8.40)
Department Administration	12,853,824	11,228,344	(12.65)	9,021,338	(19.66)
Probation Asset Forfeiture Program	35,000	50,000	42.86	50,000	0.00
Probation Inmate Welfare Fund	225,000	225,000	0.00	225,000	0.00
Total	\$ 145,623,692	\$ 143,318,814	(1.58)	\$ 140,226,587	(2.16)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 98,453,231	\$ 103,242,878	4.86	\$ 104,422,592	1.14
Services & Supplies	32,648,396	30,380,621	(6.95)	26,678,073	(12.19)
Other Charges	14,541,594	10,389,676	(28.55)	10,389,676	0.00
Capital Assets Equipment	89,000	—	N/A	—	0.00
Expenditure Transfer & Reimbursements	(677,922)	(1,263,754)	86.42	(1,263,754)	0.00
Management Reserves	569,393	569,393	0.00	—	(100.00)
Total	\$ 145,623,692	\$ 143,318,814	(1.58)	\$ 140,226,587	(2.16)



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	8,035,000	619,393	(92.29)	50,000	(91.93)
Revenue From Use of Money & Property	225,000	275,000	22.22	275,000	0.00
Intergovernmental Revenues	31,055,291	36,808,066	18.52	31,679,678	(13.93)
Charges For Current Services	8,084,311	9,292,447	14.94	9,713,618	4.53
Miscellaneous Revenues	64,864	138,312	113.23	138,312	0.00
Other Financing Sources	21,028,726	22,627,408	7.60	23,717,177	4.82
General Revenue Allocation	77,130,500	73,558,188	(4.63)	74,652,802	1.49
Total	\$ 145,623,692	\$ 143,318,814	(1.58)	\$ 140,226,587	(2.16)



Public Defender



Department Description

The Department of the Public Defender is the primary office responsible for providing legal representation to indigent persons accused of crimes, including adults and juveniles charged with felonies such as murder, robbery, rape, assaults, drug offenses, or harm to property. The department also represents indigent adults and juveniles charged with misdemeanor offenses and provides legal advice to all persons at arraignment unless retained counsel represents them. The Public Defender also provides representation in some civil cases such as Juvenile Dependency, mental health matters and sexually violent predator cases. The department maintains offices in or near each of the County's five main courthouses.

Mission Statement

To protect the rights, liberties, and dignity of all persons in San Diego County and maintain the integrity and fairness of the American Justice System by providing the finest legal representation in the cases entrusted to us.

2004-05 Accomplishments

Strategic Initiative – Kids

- Protected the rights of children by providing legal representation for 100% of the Dependency & Delinquency cases appointed by the Juvenile Court where no conflict existed.
- Provided representation to 5,900 children in Dependency and 3,500 children in Delinquency cases.
- The objective of partnering with the Juvenile Court and the District Attorney to seek grant funding to create a Mental Health Court and a Family Violence Court was postponed due to the State's fiscal issues.
- Successfully participated in a competitive bid that resulted in the department being selected by the State of California Administrative Office of the Courts as the preferred choice for representation of children in dependency matters in San Diego County through Fiscal Year 2007-08.

Strategic Initiative – The Environment

- Continued to encourage conservation efforts to reduce office electricity use.

Strategic Initiative – Safe and Livable Communities

- Provided legal representation for the court-appointed criminal cases where no conflict existed, however, due to unanticipated staffing shortages and an increase in case filings, the department was unable to accept appointments on 100% of the cases referred. The attorneys of the Public Defender were not available to represent 238 felony cases, which consequently were referred to the Alternate Public Defender.
- Provided legal representation for 64 homicide/attempted homicide cases, 2,550 cases of violent crime, 15,900 property and drug cases, and 78,000 misdemeanors.
- Developed a program to insure that each felony client placed on probation was given a written copy of his/her Conditions of Probation in order to reduce the number of probation revocations caused by the client's lack of knowledge of specific conditions of probation.
- Identified opportunities for and developed relationships with community-based programs that aid clients in successfully completing probation.



- Developed an interface between the department's case management system and the District Attorney's case management system, however, because of legal issues yet to be resolved regarding privacy and criminal history information, the interface has not yet been successful in eliminating duplicate data entry.

2005-07 Objectives

The Public Safety Group's performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the objectives stated below.

Strategic Initiative – Kids

- Strengthen families by assisting our juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
 - Use juvenile record sealing statutes to assist juvenile clients clear their records to gain employment, training programs and/or further education.
- Work with the courts and Health and Human Services Agency (HHSA) to reunify children with their families or transition them to permanent placement to ensure they are provided with the opportunity to grow up in a stable environment.
 - Achieve permanency for 52% or approximately 1,000 children in Dependency within twelve months of detention hearing by June 2006.
- Work to reduce the number of days between a juvenile client's admission and formal sentencing in order to accelerate his or her commencement of a rehabilitation program and help prevent overcrowding in Juvenile Hall.
 - Reduce the number of elapsed days between admission and sentencing in juvenile cases to an average of 30 days by June 2006.

Strategic Initiative – Safe and Livable Communities

- Establish a professional relationship with our clients, inform them of their rights and ensuing procedures, establish a bond of trust, and gather as much background information as possible in order to properly assess the treatment of each case.
 - Resolve an average of 75% of misdemeanor and probation revocation cases, or approximately 54,300 cases, at first appearance by June 2006.
- Conduct timely investigations, comprehensive client interviews and obtain maximum prosecution discovery early in order to efficiently and effectively prepare for litigation as well as resolution.
 - Investigate and resolve 40% of felony cases, or approximately 6,300 cases, within 60 days of arraignment when doing so would benefit the client more than litigation.
- Use quality internal training programs to develop expertise and ethics, promote effective supervision, teamwork and peer support to insure that all staff members are qualified to represent clients at the level of their assignments.
 - Monitor by tracking average hours of training attended per attorney.
- Assist clients with expungement programs in order to enable them to gain useful employment, pay all fines and penalties and be successful on probation.
 - Record the dollars restored to the community by reporting the number of cases expunged and the fines, fees and restitution paid prior to the granting of the expungement.

Changes from 2004-05 Adopted

Staffing

- Staffing is proposed to increase by 18.00 staff years in the Criminal Division to allow the department to accept all cases in which the Court appoints the Public Defender.



Expenditures

Total expenditures are proposed to increase by \$2.2 million as follows:

- Proposed increase of \$2.1 million in Salaries and Benefits associated with the addition of 18.00 staff years and negotiated labor agreements.
- Proposed increase of \$0.1 million in Services and Supplies to support the staffing changes proposed above.
- Proposed decrease of \$0.1 million in Capital Assets Equipment due to the deletion of one-time Fiscal Year 2004-05 equipment needs.

Revenues

Total revenues are proposed to increase by \$2.2 million as follows:

- Proposed decrease of \$0.04 million in Miscellaneous Revenues to reflect historical levels of collections.
- Proposed decrease of \$0.06 million in Fund Balance due to deletion of capital asset equipment reduction.
- Proposed increase of \$2.3 million in General Revenue Allocation to help fund negotiated labor agreements and the 18.00 staff years proposed to be added to the Criminal Division.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Provide Legal representation for all court appointed cases in the following areas:				
Homicide/Attempted Homicide *	52	64	N/A	N/A
Violent Crime *	2,350	2,560	N/A	N/A
Property and Drug *	15,800	15,980	N/A	N/A
Misdemeanor *	72,500	78,650	N/A	N/A
Delinquency *	2,750	3,525	N/A	N/A
Dependency *	6,120	5,930	N/A	N/A
Resolve misdemeanor & probation revocation cases at first appearance **	N/A	N/A	75%	75%
Reduce the number of elapsed days between admission and sentencing of juvenile cases to an average of 30 days to accelerate rehabilitation and prevent Juvenile Hall overcrowding **	N/A	N/A	90%	90%
Investigate and resolve felony cases within 60 days of arraignment when doing so would benefit the client more than litigation **	N/A	N/A	40%	40%
Achieve permanency for children in Dependency within twelve months of detention hearing ** ¹	N/A	N/A	52%	52%

* These measures will be discontinued as of Fiscal Year 2005-06 and replaced by measures that better reflect outcomes for clients and the community.

** New measures effective Fiscal Year 2005-06 to better reflect current strategic priorities and outcomes for the community.

¹ Permanency means that the child has been reunited with his or her family, or the child is placed in a permanent foster care program or has been placed for adoption.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Indigent Defense	312.00	330.00	5.77	330.00	0.00
Total	312.00	330.00	5.77	330.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Indigent Defense	\$ 44,536,543	\$ 46,731,398	4.93	\$ 47,643,007	1.95
Total	\$ 44,536,543	\$ 46,731,398	4.93	\$ 47,643,007	1.95

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 39,163,560	\$ 41,311,256	5.48	\$ 42,222,695	2.21
Services & Supplies	5,312,983	5,420,142	2.02	5,420,312	0.00
Capital Assets Equipment	60,000	—	(100.00)	—	0.00
Total	\$ 44,536,543	\$ 46,731,398	4.93	\$ 47,643,007	1.95

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	60,000	—	N/A	—	0.00
Intergovernmental Revenues	5,490,084	5,492,328	0.04	5,492,328	0.00
Charges For Current Services	1,303,213	1,305,726	0.19	1,305,726	0.00
Miscellaneous Revenues	309,263	272,568	(11.87)	272,568	0.00
Other Financing Sources	72,239	72,239	0.00	72,239	0.00
General Revenue Allocation	37,301,744	39,588,537	6.13	40,500,146	2.30
Total	\$ 44,536,543	\$ 46,731,398	4.93	\$ 47,643,007	1.95



Health and Human Services Agency

Health and Human Services Agency

Health and Human Services Agency Summary

Regional Operations

Regional Program Support

Aging and Independence Services

Behavioral Health Services

Child Welfare Services

Public Health Services

Administrative Support

Health and Human Services Agency Summary



Agency Description

The mission of the Health and Human Services Agency is to make people's lives safe, healthy, and self-sufficient by managing essential health and social services. At-risk children and their families and vulnerable adults are priorities. The Agency provides early intervention and prevention services, facilitates access to care, protects against abuse and neglect, and offers treatment services. Protecting the public's overall health is another priority. The Agency provides education and other services to prevent adverse health risks, monitors and responds to health-related events or concerns, and coordinates regional responses to public health threats and other emergencies.

Organized into six geographic service regions, the Agency's service delivery system reflects a public-private partnership. Services are delivered by County staff and through more than 600 contracts with over 300 community-based providers. Progress continues to be made to ensure activities are outcome-driven so that limited resources are put to maximum effect.

Vision Statement

Safe, healthy, and thriving communities.

2004-05 Accomplishments

Strategic Initiative – Kids

- Provided 2,500 low-income, working families free tax preparation assistance for the Earned Income Tax Credit (EITC) program, returning \$3.5 million in tax credits and refunds back to the community.
- Increased by 2% or 4,450 (from 222,522 to 226,972), the number of eligible children enrolled in Medi-Cal and Healthy Families to enhance access to physical and dental prevention and treatment services, exceeding the 1% growth target.
- Responded in a timely manner to 96% of 2,000 hotline referrals each month in order to assess children in need of protective services, exceeding the 94.4% federal and State accountability outcome goal.

- Placed 45% of 7,500 Welfare-to-Work participants each month in unsubsidized employment, improving the economic well being of these families, although below the 50% target.

Strategic Initiative – Safe and Livable Communities

- Successfully conducted three emergency preparedness drills with public health staff and community partners, which focused on integrating military and civilian capabilities for managing the consequences of potential bioterrorist attacks; implementing a quarantine in order to contain a public health threat (such as Severe Acute Respiratory Syndrome); and enhancing statewide hospital response.
- Ensured 90% (540) of contacts to infectious Tuberculosis (TB) cases met the Centers for Disease Control and Prevention standards, to prevent the spread of this communicable disease through early detection.



Health and Human Services Agency Summary

- Began construction of the Edgemoor Healthcare Campus in February 2005, which will house 192 residents, and improve the quality of life for the most medically fragile in this County.

Required Discipline – Fiscal Stability

- Managed better with fewer resources by initiating seven projects to improve Agency revenue management.
- Developed performance work statements for six contracts to strengthen accountability for results.

Required Discipline – Regional Leadership

- Promoted an integrated model of practice in behavioral health by expanding to 35 the number of programs with dual diagnosis capability, to improve providers' ability to diagnose clients who have both mental illness and substance abuse problems.

Required Discipline – Continuous Improvement

- Achieved an accuracy rate of 93.2% in Food Stamp benefit dollars issued to more than 30,000 households, an improvement over last year, but just short of the 94% target.

2005-07 Objectives

Strategic Initiative – Kids

- To keep at-risk children and their families safe, healthy, and self-sufficient, the Agency will:
 - Enroll 4,500 eligible children in Medi-Cal and Healthy Families programs.
 - Ensure that 76.6% of children in foster care for less than 12 months have fewer than 3 placements within that 12-month period.
 - Ensure that 75% of 350 adolescents successfully discharged from alcohol and drug treatment complete high school or the equivalent.
 - Secure stable employment for 90% of 400 Welfare-to-Work participants exiting cash assistance each month.

Strategic Initiative – Safe and Livable Communities

- To protect the public's health, the Agency will:
 - Maintain a high rate (85%) of immunization coverage for approximately 2,500 children age 24 months served by regional public health centers.
 - Enroll, train, and provide 100 community healthcare providers electronic access to the County's new web-based disease reporting system, to enhance surveillance, investigation, and response capacity.
- To keep vulnerable adults safe, healthy, and self-sufficient, the Agency will:
 - Provide mental health outpatient assessment to 12,000 adults within a system-wide average wait time of 10 days.
 - Conduct 94% of 6,400 face-to-face investigations of abuse or neglect of older and dependent adults within 10 days of abuse report.

Required Discipline – Fiscal Stability

- To promote fiscal stability, maintain management reserves of at least \$5 million.

Required Discipline – Regional Leadership

- To better serve San Diego residents through regional leadership, complete a comprehensive community-based planning process and begin implementation of expanded mental health services funded by the Mental Health Services Act (Proposition 63).

Changes from 2004-05 Adopted

Overview

The Health and Human Services Agency's Proposed Fiscal Year 2005-06 plan includes appropriations of \$1.8 billion, an increase of approximately \$70 million.

Overall, the Agency's Proposed Operational Plan remains fairly flat in comparison to Fiscal Year 2004-05. Adjustments were made to cover entitlement program adjustments, and the cost of doing business such as



negotiated labor cost increases. It is assumed that State allocations will continue to, for the most part, remain static or decrease in some select programs. The most significant change in the Agency has to do with the re-engineering/outsourcing of Mental Health Services through the managed competition process. Staff years are reduced in the Agency by 69.70, of which 67.50 are associated with managed competition. The other 2.00 staff years are transferred from the Public Administrator/Public Guardian program to County Counsel, with no impact to client services.

In November 2004, California voters passed Proposition 63, the Mental Health Services Act, which charges a 1% tax on taxable personal income over one million dollars to fund expanded mental health services throughout the State. Revenues from this proposition are expected to bring in hundreds of millions of dollars for California mental health programs, with San Diego's share estimated to be up to \$40 million. An extensive statewide planning process is currently underway to ensure local and State needs are met with the use of these funds. The CAO Proposed Operational Plan does not include Proposition 63 revenue, except for a minimal amount for planning purposes. It is anticipated that a plan will be submitted to the Board of Supervisors during the coming fiscal year.

Realignment Funding Changes

In 1991, the State legislature realigned Health, Mental Health, and Social Services programs, which shifted a larger share of financial responsibility for these programs to counties. To fund these increased costs, counties received dedicated sales tax revenues and motor vehicle license fees, which is known as Realignment funding. Growth in this funding source was intended to be sufficient to fund ongoing costs and caseload growth in these realigned programs.

Due to improvement in the economy, Realignment revenue is projected as having moderate growth in Fiscal Year 2005-06. While this is adequate to fund program costs as proposed in the CAO Proposed Operational Plan, statewide economic growth has not been sufficient to fully reimburse past years' caseload growth owed to the County of San Diego.

Tobacco Settlement Funds

The securitization of Tobacco Settlement funds provides \$27.3 million annually for a 25-year period beginning in Fiscal Year 1999-00. The Special Revenue fund reflects this amount for Fiscal Year 2005-06 for use by programs and an unallocated reserve. The unallocated portion of the funding is held as a management reserve pending changing needs in the community. If the reserve is needed, Board approval will be sought.



Health and Human Services Agency Summary

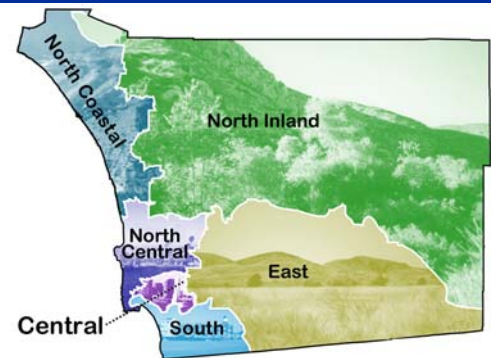
Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Regional Operations	2,663.75	2,673.75	0.38	2,673.75	0.00
Regional Program Support	137.00	135.00	(1.46)	135.00	0.00
Aging and Independence Services	715.50	707.50	(1.12)	707.50	0.00
Behavioral Health Services	639.00	513.00	(19.72)	513.00	0.00
Child Welfare Services	746.00	806.00	8.04	806.00	0.00
Public Health Services	377.87	370.67	(1.91)	370.67	0.00
Administrative Support	341.50	345.00	1.02	345.00	0.00
Total	5,620.62	5,550.92	(1.24)	5,550.92	0.00

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Regional Operations	\$ 467,224,464	\$ 467,085,888	(0.03)	\$ 470,158,214	0.66
Regional Program Support	91,080,554	95,868,144	5.26	95,810,122	(0.06)
Aging and Independence Services	245,282,918	272,432,096	11.07	278,893,444	2.37
Behavioral Health Services	261,219,332	259,452,476	(0.68)	255,798,603	(1.41)
Child Welfare Services	230,268,230	236,972,740	2.91	247,497,200	4.44
Public Health Services	78,114,410	80,295,393	2.79	79,806,276	(0.61)
Administrative Support	64,065,115	75,332,548	17.59	68,579,738	(8.96)
Realignment Revenue Funds	286,479,064	305,880,483	6.77	312,433,284	2.14
Tobacco Settlement Funds	27,300,000	27,300,000	0.00	27,300,000	0.00
Total	\$ 1,751,034,087	\$ 1,820,619,768	3.97	\$ 1,836,276,881	0.86

Regional Operations



Department Description

The hallmark of the Health and Human Services Agency is its commitment to a service delivery system that is regionalized and accessible, community-based and customer-oriented. Organized into six geographic service regions, the Agency's service delivery system reflects a community-based approach using public/private partnerships to meet the needs of families in San Diego County. Public health nurses, mental health workers, social workers, and human services assistants serve clients in an integrated fashion, often alongside other public and private service providers, treating families and individuals in need as our customers.

Specific program revenues that are budgeted in all regions include: Child Welfare Services, Family Resource Centers/Assistance Payments, Public Health Services (including Public Health Centers), Community Health Promotions, and Welfare-to-Work/Employment Administration. Some regions also manage programs that are administered beyond regional boundaries, as reflected in the sections below, and in Appendix C - Health and Human Services – Regional Operations on page 431.

Mission Statement

To make people's lives safer, healthier and self-sufficient by managing essential services.

2004-05 Accomplishments – All Regions

Strategic Initiative – Kids

- Increased by 2% or 4,450 (from 222,522 to 226,972), the number of eligible children enrolled in Medi-Cal and Healthy Families to enhance access to physical and dental prevention and treatment services, exceeding the 1% growth target.
- Provided 2,500 low-income, working families free tax preparation assistance for the Earned Income Tax Credit (EITC) program, returning \$3.5 million in tax credits and refunds back to the community. Exceeded target of \$3 million.
- Placed 45% of 7,500 Welfare-to-Work participants each month in unsubsidized employment, improving the economic well being of these families. Below the 50% target.
- Secured stable employment for 88% of 422 Welfare-to-Work participants exiting cash assistance each month, as indicated by their remaining off aid for six months. Just below the 90% target.
- Ensured that 99% of 70,000 payments to cover child care services to California Work Opportunities and Responsibility to Kids (CalWORKs) families and other low-income eligible families were made in a timely fashion. Exceeded target of 97%.
- Ensured that 81% of about 1,060 CalWORKs recipients who exit welfare each month convert to ongoing Medi-Cal, exceeding the 80% target and promoting access to health care.



Regional Operations

- Responded in a timely manner to 96% of 2,000 hotline referrals each month to assess children in need of protective services, exceeding the 94.4% federal and State accountability outcome goal.
- Placed 71% of about 800 foster children per quarter within their own geographic community when entering licensed foster care, surpassing the 50% target.
- Reduced at-risk behaviors and contact with the juvenile justice system in 95% of about 3,000 youth participating in the Critical Hours after-school program, well over the 80% target.
- Ensure that 76.6% of children in foster care for less than 12 months have fewer than 3 placements within that 12 month period.
- Ensure that 70% of 500 families receiving Domestic Violence Services will not have a recurrence of domestic violence reported to law enforcement.
- Secure stable employment for 90% of 400 Welfare-to-Work participants exiting cash assistance each month, as indicated by them remaining off aid for 6 months. This helps improve the economic well being of these families.

Required Discipline – Continuous Improvement

- Achieved an accuracy rate of 93.2% in Food Stamp benefit dollars issued to more than 30,000 households, an improvement over the previous year, but short of the 94% target.
- Achieved full compliance with new statewide Medi-Cal performance standards by maintaining timely processing of 90% of more than 15,000 general applications and redeterminations monthly for Medi-Cal, including applications for the disabled.

2005-07 Objectives – All Regions

Strategic Initiative – Kids

- Ensure that 65% of 250 expectant mothers who are visited by Public Health Nurses through delivery complete the recommended number of prenatal care visits from time of first contact to delivery.
- Enroll 4,500 eligible children in Medi-Cal and Healthy Families programs by June 2006, as part of a long-term goal to provide healthcare coverage to approximately 65,000 uninsured children.
- Ensure that no more than 14.6% of children have a second finding of abuse or neglect within 12 months of the first finding of abuse or neglect, suggesting an effective intervention at the time of the first finding.

Central Region

The Central Region is located within the City of San Diego, and comprises 48 neighborhood communities. Home to approximately 490,000 residents, the ethnic/racial makeup of the region is 40.4% Hispanic, 27.6% White, 13.8% African-American, 13.8% Asian, 0.4% Native American and 4.1% Other. The Central Region manages the Community Action Partnership, providing a variety of social services to low-income families and at-risk youth, and is one of two regions in which County staff administers Welfare-to-Work services to families receiving CalWORKs public assistance.

2004-05 Accomplishments

Strategic Initiative – Kids

- Increased by 63% (from 120 to 196) the number of Medi-Cal applications processed through Medi-Cal Express Lane Eligibility program, and increased the number of participating school sites from 9 to 12.
- Ensured that 87% (1,305) of youth who received juvenile diversion services had no contact with the juvenile justice system for at least 6 months after their case closed, exceeding the target of 80%.
- Increased by 7% (15) the number of licensed foster homes in communities where there is a great need for homes because of a higher removal rate for children.



- Ensured 91% (32) of families at risk for domestic violence have not experienced an episode of domestic violence while receiving case management services through the Community Services for Families program.

Strategic Initiative – Safe and Livable Communities

- Obtained employment for 75% (162) of the refugees who completed training and/or job search.
- Successfully reached agreement in 84% of cases (1,344) through dispute mediation, reducing the number of local court cases.
- Ensured that 97.5% (268) of families with children receiving case management services through the Community Services for Families program have not experienced an episode of homelessness.

2005-07 Objectives

Strategic Initiative – Safe and Livable Communities

- Successfully reach agreement in 85% (1,100) of cases through dispute mediation by June 2006, and reduce the caseload in the local court system.
- Provide 12,000 shelter nights and case management services to 1,000 homeless families through community-based organizations.
- Lead the County's CalWORKs Welfare-to-Work re-engineering efforts to increase efficiencies while continuing to ensure strong outcomes for clients.

East Region

The East Region is a mixture of urban and rural communities, including several Native American reservations located in the rural areas. Home to approximately 462,000 people, the ethnic/racial makeup of the region is 66.4% White, 19.5% Hispanic, 5.1% African-American, 3.9% Asian, 0.8% Native American, and 4.4% Other. East Region administers the Nurse Family Partnership, a program helping first-time low-income

mothers succeed. East Region also administers childcare subsidy payments to assist low-income families, many in transition from welfare to work.

2004-05 Accomplishments

Strategic Initiative – Kids

- Improved outcomes for low-income mothers and their children through the Nurse Family Partnership Program, serving 300 families in East, Central and South Regions:
 - Ensured that 94% (282) delivered a child with normal birth weight.
 - Achieved full-term pregnancies among 91% (273) of mothers.
 - Contributed to fewer subsequent pregnancies in that 80% (240) of mothers did not experience a subsequent birth within two years of the preceding birth; better than the national average of 68% for mothers who graduate this program.
 - Decreased smoking and alcohol use among 41% (123) pregnant women based on periodic assessments of personal health habits.
- Implemented "Neighborhoods for Kids," several initiatives designed to achieve the first best placement for children in out-of-home care and keep them in their current school. Related outcomes include:
 - Minimized trauma to foster children by increasing from 17 to 19 (10%) the number of "Way Station" foster care beds where children were received immediately after their removal.
- Increased by 10% (from 190 to 210) the number of active foster homes.

2005-07 Objectives

Strategic Initiative – Kids

- Ensure 95% of 350 mothers deliver a child with normal birth weight through the Nurse Family Partnership Program:



Regional Operations

- Ensure 92% achieve full-term pregnancies.
- Ensure 42% decrease tobacco and alcohol use.
- Strive to keep neglected and abused children in their school and community when it is not possible to remain with their parents:
 - Maintain 19 “Way Station” foster care beds.
 - Increase approved kinship and active foster homes by 10% (231).

North Central Region

The North Central Region is located within the City of San Diego, and comprises 38 diverse communities. Home to approximately 581,000 residents, the ethnic/racial make up is 64.9% White, 15.1% Asian, 12.2% Hispanic, 3.3% African-American, 0.3% Native American, and 4.1% Other. The Marine Corps Recruit Depot and military housing are part of the region. North Central Region manages the Hospital Outstation program, which provides critically ill patients access to Medi-Cal eligibility determination and health care, and the California Children Services program, which provides assessments for supplemental health care to seriously ill children.

2004-05 Accomplishments

Strategic Initiative – Kids

- Responded to 86% (18 of 21) of referrals under the Drug Endangered Children Program, and enhanced the quality of care provided for at-risk dependent youth.
- Increased by 40% (16) the supply of foster homes in four communities where the removal rates are highest, reducing trauma to children and preserving community and school connections, double the annual target.
- Secured two foster homes that accept emergency placements of children within their community, advancing community-based services for children.

Strategic Initiative – Safe and Livable Communities

- Implemented the County Medical Services Recovery pilot program to recover \$400,000 in County funds by processing Medi-Cal applications for indigent adults.
- Provided three educational sessions to assist community collaboratives address the problem of contracting Human Immunodeficiency Virus (HIV) through drug use.

Required Discipline – Continuous Improvement

- Eliminated wait times for 92 children who needed physical and occupational therapy by streamlining the hiring process for critical positions.
- Awards and Recognition:
 - Social Advocates for Youth (SAY) San Diego and the Bayside Community Center recognized individual employees for their accomplishments.
 - The American College of Health Care Executives elected the Deputy Director of Regional Operations as Regent for San Diego and Imperial Counties.

2005-07 Objectives

Strategic Initiative – Kids

- Lead the Countywide Access to Care (ACT) initiative, which includes strategies for outreach, streamlining the enrollment process and retention of children enrolled, with the long-term goal to provide healthcare coverage to approximately 65,000 uninsured children.
- Achieve 90% (2,750) conversion of CalWORKs recipients to Medi-Cal coverage, to improve access to healthcare for children.
- Ensure 50% (450) of children with cerebral palsy served by the California Children's Services program are assessed for severity of impairment, to establish a baseline for measuring their progress in care.



North Coastal Region

The North Coastal Region consists of six cities and more than a dozen communities. Home to approximately 516,000 people, the ethnic/racial makeup of the region is 61.2% white, 26.1% Hispanic, 4.8% Asian, 3.9% African-American, 0.6% Hawaiian/Pacific Islander, 0.4% Native American and 2.9% Other. The U.S. Marine Corps' largest installation, Camp Pendleton, is located in the northwest corner of the region. The North Coastal Region is one of two regions that administer Welfare-to-Work and other employment services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Ensured that 57% (247) of foster children served by the Child Assessment Network North received a long-term evaluation, exceeding the target of 50%, as the last of several steps taken to ensure the best possible placement.
- Met the 60% (302) target for single parents enrolled each month in Welfare-to-Work who participated in approved work activities a minimum of 128 hours per month.
- Co-hosted the 3rd annual Self-Sufficiency Summit, in collaboration with community partners, providing CalWORKs participants and low-income residents of North County the opportunity to expand skills and obtain resources to overcome barriers to self-sufficiency.

Required Discipline – Continuous Improvement

- Awards and Recognition:
 - Individual employees were recognized for their accomplishments by the following organizations – California Sudden Infant Death Syndrome Program, City of Oceanside Housing & Neighborhood Services, Chavez Resource Center, and Eastside Community Action Network.

2005-07 Objectives

Strategic Initiative – Kids

- Reduce child abuse/neglect substantiated referrals by 5% in Oceanside neighborhoods where removal rates are highest, through family-focused prevention services.
- Maintain high rate of 90% of estimated 425 CalWORKs participants in North Coastal Region who exit and remain off cash aid for 6 continuous months through strategies that address barriers to employment.

North Inland Region

The North Inland Region includes four cities and dozens of communities encompassing suburban cities, remote desert communities, historic mountain towns, rural homes and farms, and numerous Indian reservations. The region's eastern border is the Imperial County line. Home to approximately 529,000 residents, the ethnic/racial makeup of the region is 59.8% white, 25.8% Hispanic, 8.6% Asian, 1.9% African-American, 0.8% Native American and 2.9% Other.

2004-05 Accomplishments

Strategic Initiative – Kids

- Collaborated with the North County Dental Task Force to provide dental care services to 500 low-income children through the Share the Care Dental Initiative, compared to 82 children served last year—a fivefold increase.
- Co-hosted the 2005 School Food Summit, in collaboration with the Coalition on Children and Weight, involving over 240 school and County leaders to develop healthy food policies in the school environment.

Required Discipline – Continuous Improvement

- Awards and Recognition:
 - The California Sudden Infant Death Syndrome Program and Health Net of California recognized individual employees for their accomplishments.



2005-07 Objectives

Strategic Initiative – Kids

- Reduce child abuse/neglect substantiated referrals by 5% in Escondido neighborhoods where removal rates are highest, through family-focused prevention services.
- Increase the time public health nurses spend visiting high-risk families by piloting process improvements and new technology that will reduce time spent on administrative activities.

South Region

The South Region has four cities and seven communities and borders with the country of Mexico. Home to approximately 439,000 residents, the ethnic/racial makeup of the region is 52.1% Hispanic, 27.3% White, 12.4% Asian, 4.6% African-American, and 3.7% Other. The South Region includes: the Countywide Office of Violence Prevention, which manages contracts providing domestic violence services; Critical Hours after-school programs; Juvenile Diversion programs for at-risk youth; and, other prevention services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Referred 85% (4,726) of calls to the Domestic Violence hotline to appropriate services, including shelters and legal aid.
- Assessed children for exposure to violence in 95% (540) of families for whom there was a Domestic Violence Response Team response, and referred these families to appropriate support services, exceeding the target of 75%.
- Trained 100 middle school youth and personnel in peer abuse prevention and 200 in dating violence prevention.
- Obtained a \$2 million award from the California Endowment to help reduce childhood obesity and diabetes.

2005-07 Objectives

Strategic Initiative – Kids

- Ensure that 80% of 1,500 youth who receive juvenile diversion services do not enter or re-enter the juvenile justice system for at least 6 months after their case closing date.
- Reduce or prevent contact with the juvenile justice system in 80% of 2,400 youth participating in the Critical Hours after-school program.
- Train 300 youth in teen dating violence prevention.
- Ensure 90% of 5,000 callers to the Domestic Violence Hotline, are referred to appropriate resources, including shelter and legal assistance.
- Coordinate with community partners to develop a work plan for the Healthy Eating, Active Communities grant in order to promote healthy children.

Changes from 2004-05 Adopted – All Regions

Staffing

Proposes an increase of 10.00 staff years as a result of State mandated increases for California Children's Services of 3.00 staff years and 7.00 staff year shifts to align other program staffing with available funding and service demands.

Expenditures

Includes a proposed reduction of \$0.1 million:

- \$11.8 million increases in Salaries and Benefits, primarily for negotiated labor agreements, temporary staff for CalWORKs Information Network (CalWIN) implementation, the increase of 3.0 staff years in California Children's Services and the transfer in of 7.0 staff years from other programs.
- \$1.5 million decrease in Services and Supplies:



- \$1.7 decrease as a result of transfer of Refugee Services contracts to Regional Program Support.
- \$0.2 increase resulting from reallocation of Internal Service Fund (ISF) costs and Information Technology (IT) costs.
- \$10.4 million decrease in Other Charges due to decreased child care allocations (-\$8.7 million) and lower caseloads for General Relief (-\$1.7 million)
- \$4.1 million net decrease in Licenses, Permits, & Franchises, Miscellaneous Revenues, and Intergovernmental Revenues due to decreases in child care allocations, offset by increases in Fines, Forfeiture & Penalties and Charges for Current Services and technical shifts to align revenue with program costs.
- \$4.0 million net increase in Other Financing Sources and General Revenue Allocation due to technical shifts to align revenue with program costs.

Revenues

Includes a reduction of \$0.1 million:

Significant Changes in Fiscal Year 2006-07

Includes increases in expenditures and revenues of \$3.1 million, primarily as a result of increases in salary and benefit costs.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Expectant mothers visited by Public Health Nurses through delivery that complete recommended number of prenatal care visits*	N/A	N/A	65%	65%
Children enrolled in Medi-Cal and Healthy Families health care coverage	224,747	226,972	231,511	231,511
Second finding of child abuse or neglect within 12 months of first finding (not to exceed target)*	N/A	N/A	14.6%	14.6%
Children in foster care for less than 12 months have fewer than 3 placements within that 12 month period*	N/A	N/A	76.6%	76.6%
Families receiving domestic violence services will not have a reoccurrence of domestic violence*	N/A	N/A	70%	70%
Welfare to Work participants who secure stable employment, remaining off aid for six months	90%	88% ¹	90%	90%

* New measures effective Fiscal Year 2005-06 to better reflect strategic priorities captured in “Envision Progress: A Strategy Agenda for 2005-2010,” developed based on input from community advisory committees and staff.

¹At 88%, performance is just short of the 90% target. As more and more clients exit CalWORKs, those remaining clients who are participating in the Welfare-to-Work program often face greater barriers to finding employment and remaining off aid.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Welfare-to-Work participants placed in unsubsidized employment**	50%	45% ²	N/A	N/A
CalWORKs clients who exit welfare converted to Medi-Cal coverage**	80%	81%	N/A	N/A
Timely response to hotline referrals for child protective services**	94.4%	96%	N/A	N/A
Foster children placed in their own geographic community when entering licensed foster care**	50%	72% ³	N/A	N/A
Tax dollars returned to families and the community through Earned Income Tax Credit Program**	\$3 million	\$3.5 million ⁴	N/A	N/A
Timely processing of Medi-Cal applications and redeterminations**	90%	90% ⁵	N/A	N/A
Food Stamps payment accuracy rate**	94%	93.2% ⁶	N/A	N/A
Childcare payments to CalWORKs and other low-income families made within 10 days of receipt of claim (Stage 1 and Stage 2)**	97%	99%	N/A	N/A
Youth in Critical Hours program with reduced at-risk behaviors**	80%	95% ⁷	N/A	N/A

**These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect current strategic priorities and measure outcome-based performance.

² At 45%, performance is below the 50% target. Efforts are being undertaken to improve participation rates, including engaging clients who have been sanctioned for failure to participate.

³ At 72%, performance is well above the 50% target. This is due to special initiatives within the regions in which children can be received immediately after their removal and assessed so that the first homes in which they are placed are best suited to their needs. In North County, this program is referred to as Child Assessment Network North (CANN) and in East County, this program is referred to as the Way Station, part of the *Neighborhood for Kids* initiative. Central and North Central Regions, however, continue to face major challenges identifying foster homes because of a limited supply.

⁴ Expect a return of \$3.5 million in tax credits and refunds in the 2004 tax season. In the 2003 tax season, the Agency returned to the community \$4.7 million in tax credits and refunds, far exceeding the \$3 million goal.



Regional Operations

⁵The 90% timeliness rate for processing of Medi-Cal applications and re-determinations is estimated because internal audit results will not be available until May 2005.

⁶ At 93.2% for the federal Fiscal Year 2004-05 (which ended in October 2004), the Agency is below the 94% goal. However, the Agency continues to take remedial actions and performance has improved compared to Fiscal Year 2003-04.

⁷At 95%, the Agency continues to out-perform the 80% target for the Critical Hours program in reducing at-risk behaviors among Critical Hours participants. The Agency's new objective for Critical Hours is prevention of contact with the juvenile justice system, which better reflects the ultimate goal of the Critical Hours program.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Regional Self Suffic Elig	1,050.00	1,057.00	0.67	1,057.00	0.00
Regional Child Welfare Svcs	609.00	610.00	0.16	610.00	0.00
Central Region	252.00	244.00	(3.17)	244.00	0.00
East Region	199.50	202.50	1.50	202.50	0.00
North Central Region	315.75	319.75	1.27	319.75	0.00
North Coastal Region	92.00	90.00	(2.17)	90.00	0.00
North Inland Region	68.00	71.00	4.41	71.00	0.00
South Region	77.50	79.50	2.58	79.50	0.00
Total	2,663.75	2,673.75	0.38	2,673.75	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Regional Self Suffic Elig	\$ 64,740,763	\$ 72,602,844	12.14	\$ 72,703,634	0.14
Regional Child Welfare Svcs	46,138,579	48,368,020	4.83	50,925,818	5.29
Central Region	86,921,793	92,915,485	6.90	92,669,999	(0.26)
East Region	106,948,632	94,311,924	(11.82)	94,423,563	0.12
North Central Region	62,942,222	55,873,726	(11.23)	56,260,114	0.69
North Coastal Region	19,923,708	24,174,733	21.34	24,227,583	0.22
North Inland Region	26,282,249	25,622,571	(2.51)	25,659,254	0.14
South Region	53,326,518	53,216,585	(0.21)	53,288,249	0.13
Total	\$ 467,224,464	\$ 467,085,888	(0.03)	\$ 470,158,214	0.66

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 177,477,164	\$ 189,260,001	6.64	\$ 192,489,456	1.71
Services & Supplies	44,858,138	43,327,041	(3.41)	43,434,238	0.25
Other Charges	244,889,162	234,498,846	(4.24)	234,234,520	(0.11)
Total	\$ 467,224,464	\$ 467,085,888	(0.03)	\$ 470,158,214	0.66

Regional Operations



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Licenses Permits & Franchises	879,120	670,120	(23.77)	670,120	0.00
Fines, Forfeitures & Penalties	—	60,000	N/A	60,000	0.00
Intergovernmental Revenues	426,055,499	423,429,256	(0.62)	420,754,106	(0.63)
Charges For Current Services	1,611,080	1,665,096	3.35	1,665,096	0.00
Miscellaneous Revenues	2,749,125	1,348,247	(50.96)	1,348,247	0.00
Other Financing Sources	15,036,365	15,530,510	3.29	21,019,910	35.35
General Revenue Allocation	20,893,275	24,382,659	16.70	24,640,735	1.06
Total	\$ 467,224,464	\$ 467,085,888	(0.03)	\$ 470,158,214	0.66

Regional Program Support



Department Description

The Regional Program Support Division provides technical, regulatory, and quality assurance services for the administration of programs largely operated by the six Agency regions. These support services are key to the effective administration of California Work Opportunities and Responsibility to Kids (CalWORKs), Medi-Cal, and other self-sufficiency programs. The division also administers direct services through external contracts with CalWORKs employment case management providers, as well as hospitals, community clinics and other providers for the County Medical Services program. The four division sections are Medical Care Program Administration (MCPA), CalWORKs, Quality Assurance and Resource Management, and Child Care/Food Stamps/Civil Rights.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Re-procured the CalWORKs employment case management contracts to ensure that the County continues to meet aggressive employment outcome goals that promote self-sufficiency.
- Improved the quality of childcare by providing incentives to 350 childcare providers who obtained training and remained at the same childcare centers, a 100% success rate.
- Implemented an electronic system for issuance of cash assistance for CalWORKs recipients to reduce administrative costs and eliminate lost and stolen warrants.

Strategic Initiative – Safe and Livable Communities

- Educated community stakeholders and represented San Diego County in statewide planning efforts for Medi-Cal reform to ensure local needs will be addressed.

- Advanced personal responsibility for healthcare by ensuring that 79% (4,356) of clients enrolled in Medi-Cal Managed Care each month chose a health plan at enrollment.
- Presented findings of the County Medical Services Frequent Emergency Room User Study at the American Public Health Association's 32nd annual conference in Washington, DC in November 2004.

Required Discipline – Accountability/Transparency

- Implemented 98% (300) of Appeals decisions regarding eligibility determinations within the State Administrative Law Judge's timeline to preserve the integrity of public assistance programs, exceeding the goal of 97%.
- Reviewed 99% of over 20,000 State overpayment evaluation forms within 45 days of receipt to promptly identify and control fraud, exceeding the goal of 87%.
- Developed a Request for Proposals to purchase a data system that strengthens worker accountability and streamlines quality assurance efforts.



Regional Program Support

- Created modified database to permit data sharing between various types of quality control reviews, which allows for trend analysis of errors and strengthens worker accountability.

Required Discipline – Continuous Improvement

- Supported regional operations staff in making accurate and timely benefit determinations for public assistance requests by responding to 97% of the approximately 100 monthly policy inquiries within 30 days, exceeding the goal of 90%.
- Conducted a successful re-procurement of the County Medical Services Administrative Services Organization (ASO) contract, resulting in a reduction of \$393,273 Administrative fees charged to the County and a reduction in the Medi-Cal recovery fee from 25% to 11.5%, which should result in a net increase in revenue for the County.

2005-07 Objectives

Strategic Initiative – Kids

- Distribute 98% of over 1,600 Healthy Families and Medi-Cal monthly mail-in applications to the correct regional office within 15 days of receipt to ensure timely access to healthcare for eligible children.
- Implement pay for performance Welfare to Work contracts in North Inland, North Central, East, and South Regions, delivering support to CalWORKs and Refugee Employment program participants as they work toward self-sufficiency.
- Establish baseline school attendance rates for CalWORKs children, and identify strategies to ensure that they stay in school.

Strategic Initiative – Safe and Livable Communities

- Ensure 90% of the total General Relief and Cash Assistance Program for Immigrants (CAPI) clients, who completed the Supplemental Security Income (SSI) application process through the Advocacy Program, obtain SSI, in order to promote self-sufficiency.
- Ensure 80% of the approximately 5,500 Medi-Cal Managed Care clients enrolling each month choose a health plan at the time of enrollment, offering education and resources so clients can make the best use of health services.

Required Discipline – Accountability/Transparency

- Consolidate 100% of Quality Assurance data for public assistance programs to strengthen the accuracy of information, helping each region to maintain and exceed program accuracy targets.
- Complete 95% of internal investigations of civil rights complaints in public assistance programs within the State-mandated 80-day requirement to ensure program integrity and equitable treatment of customers.

Required Discipline – Information Management

- Complete 95% of Fiscal Year 2005-06 major milestones (including worker training and data conversion) to ensure services are not disrupted by implementation of the California Welfare Information Network (CalWIN), an electronic system scheduled to “go live” in June 2006 that supports 2,000 workers who serve over 100,000 public assistance clients monthly.

Changes from 2004-05 Adopted

Staffing

Includes a proposed reduction of 2.00 staff years as a result of transfers to other programs, with no impact to service delivery.



Expenditures

Includes a proposed increase in expenditures of \$4.8 million due to:

- \$0.2 million increase in Salaries and Benefits due to negotiated labor agreements offset by staffing shifts.
- \$5.1 million net increase in Services and Supplies;
 - \$1.7 million increase for District Attorney Fraud Investigations and Prosecutions due to increased cost of doing business.
 - \$1.7 million increase due to the transfer of Refugee Employment Service contracts from Regional Operations.
 - \$3.2 million increase in County Medical Services for hospital and community clinic services.
 - \$1.5 million decrease in other Services and Supplies expenditures as a technical adjustment to align with actual expenditure level.
- \$0.5 million decrease in Other Charges (adult aid and participant benefits) to align with projected public assistance expenditure levels, with no impact to services

Revenues

- Proposed net increase in revenues of \$4.8 million:
 - \$0.1 million increase in Fines, Forfeitures & Penalties as a result of a projected increase in Emergency Medical Services penalty assessment fees.
 - \$3.7 million decrease in Intergovernmental Revenues, including a \$1.7 million increase in Social Services Administrative Allocations to cover increased costs for District Attorney Fraud Investigations and Prosecutions, offset by a \$5.4 million decrease in

Intergovernmental Revenues as a technical adjustment to align revenues to more accurately reflect where the revenues are earned.

- \$0.8 million increase in Charges for Current Services for Third Party Reimbursements.
- \$0.2 million decrease in one-time Miscellaneous Revenues due to the completion of the Fraud and Integrity Risk database project.
- \$3.7 million increase in Other Financing Sources, associated with the use of Tobacco Settlement funding to increase County Medical Services (CMS) Pools for indigent care costs in the community and technical shifts of realignment revenue to reflect where the revenues are earned.
- For Fiscal Year 2004-05, the General Revenue Allocation listed in the accompanying chart is a negative number. Revenues budgeted in Fiscal Year 2004-05 for this Program exceeded expenditures by \$4.1 million which would be used to fund costs in other HHSA Operational Plan Programs reducing the actual General Revenue Allocation for those programs. For Fiscal Year 2005-06 those excess revenues are budgeted in the other programs, which increase the negative General Revenue allocation to \$0.

Significant Changes in Fiscal Year 2006-07

A slight net decrease in expenditures and revenues are proposed due to planned reductions in services and supplies used in program support, with no proposed changes in staffing.



Regional Program Support

Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Healthy Families and Medi-Cal mail-in applications distributed to appropriate regions within 15 days	N/A	N/A	98%	98%
SSI applicants, who completed the application process through the SSI Advocacy program, obtain SSI*	N/A	N/A	90%	90%
Medi-Cal Managed Care enrollees who choose a health plan ***	80%	79%	80%	80%
Internal investigations of civil rights complaints within mandated time	N/A	N/A	95%	95%
Policy inquiries from regional operations staff responded to within 30 days**	90%	97%	N/A	N/A
Child care providers issued stipends**	350	350	N/A	N/A
Milestones for new electronic system for issuing cash assistance achieved**	95%	95%	N/A	N/A
Decisions regarding appeals of eligibility determinations implemented within mandated timeframe**	97%	98%	N/A	N/A
Evaluations of State overpayment forms completed timely (45 days)**	87%	99%	N/A	N/A

*New measures effective Fiscal Year 2005-06 to better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2005-2010," developed based on input from community advisory committees and staff.

**These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that best reflect current strategic priorities and measure outcome based performance.

***This measure has been rewritten for clarity and ease of understanding. The wording of this measure in Fiscal Year 2004-05 was "Healthy San Diego enrollees who fail to choose a health plan (not to exceed)."



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Administration	52.00	52.00	0.00	52.00	0.00
County Medical Services	25.00	25.00	0.00	25.00	0.00
Self Sufficiency Services and Support	60.00	58.00	(3.33)	58.00	0.00
Total	137.00	135.00	(1.46)	135.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Administration	\$ 15,404,410	\$ 17,428,568	13.14	\$ 17,453,287	0.14
County Medical Services	66,483,159	69,509,760	4.55	69,427,355	(0.12)
Child Care Planning Council	1,009,545	1,119,460	10.89	1,119,460	0.00
Self Sufficiency Services and Support	8,183,440	7,810,356	(4.56)	7,810,020	(0.00)
Total	\$ 91,080,554	\$ 95,868,144	5.26	\$ 95,810,122	(0.06)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 10,212,096	\$ 10,379,558	1.64	\$ 10,433,209	0.52
Services & Supplies	80,355,100	85,488,586	6.39	85,376,913	(0.13)
Other Charges	513,358	—	(100.00)	—	0.00
Total	\$ 91,080,554	\$ 95,868,144	5.26	\$ 95,810,122	(0.06)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fines, Forfeitures & Penalties	2,500,000	2,600,000	4.00	2,600,000	0.00
Intergovernmental Revenues	29,649,017	25,880,291	(12.71)	25,864,517	(0.06)
Charges For Current Services	3,781,598	4,583,993	21.22	4,583,993	0.00
Miscellaneous Revenues	1,224,819	999,819	(18.37)	999,819	0.00
Other Financing Sources	58,032,639	61,804,041	6.50	61,761,793	(0.07)
General Revenue Allocation	(4,107,519)	—	100.00	—	0.00
Total	\$ 91,080,554	\$ 95,868,144	5.26	\$ 95,810,122	(0.06)



Aging & Independence Services



Department Description

Aging & Independence Services (AIS) is committed to improving the lives of seniors and individuals with special needs in San Diego County by providing access to information, case management, health services, advocacy, and community services in a caring and supportive manner. This division serves seniors, disabled adults, abused, elderly and dependent adults, individuals with Human Immunodeficiency Virus (HIV), and others requiring home-based care to prevent institutionalization. AIS also operates the Edgemoor Hospital, a 24-hour skilled nursing facility for patients unable to be cared for in the private sector because of special needs.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2004-05 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Maintained a rating of substantial compliance for Edgemoor Hospital in its State annual licensing review.
- Assisted 100% (1,742) of clients who were receiving personal care services from a contractor by locating new providers through the In-Home Supportive Services (IHSS) Public Authority, thus ensuring their ability to remain in their homes instead of being placed in institutions.
- Began construction of the Edgemoor Healthcare Campus in February 2005, which will house 192 residents and improve the quality of life for these medically fragile patients.
- Ensured that 88% (6,072) of Adult Protective Services (APS) cases were not re-referred within six months of case closing, surpassing the target of 75% and indicating that the needs of these clients were met.

- Ensured that 93% (6,345) of face-to-face APS investigations were conducted within 10 days of referral in order to protect our most vulnerable adults, exceeding the target of 90%.

Required Discipline – Continuous Improvement

- Completed a review of 100% (348) of IHSS cases potentially eligible for federal funding through the Personal Care Services program (PCSP); all appropriate cases were converted to PCSP, bringing in additional federal dollars for IHSS.
- Ensured that the County was overturned in no more than 29% (10) of State appeals hearings for IHSS by documenting fair and appropriate eligibility and case management decisions.

2005-07 Objectives

Strategic Initiative – Safe and Livable Communities

- Implement and measure compliance with the new State mandated IHSS Quality assurance program by June 30, 2006.
- Conduct 94%, of an estimated 6,400, face-to-face investigations within ten days of abuse reports to ensure the safety of vulnerable and abused adults referred to APS.



Aging & Independence Services

- Maintain a rating of substantial compliance for the Edgemoor Skilled Nursing Facility as issued by State licensing from the annual survey and site review in order to meet the health, safety, and quality of life needs of the residents.

Required Discipline – Continuous Improvement

- By June 2006, convert nutritional contracts from cost reimbursement to performance-based contracts in order to maximize delivery of congregate and home delivered meals for seniors.
- Develop a methodology by June 2006 of tracking APS clients that are referred to other services within the county and tracking whether or not subsequent substantiated APS events are reported in order to generate better outcome data regarding County efforts to protect the most vulnerable adults.

Changes from 2004-05 Adopted

Staffing

Includes a reduction of 8.00 staff years. Staff years are proposed to be shifted among the various AIS programs. The decrease in Protective Services is due to adjusting staff levels to the State allocation and the offsetting increase in IHSS is due to growing caseloads. As a result of the shifts and reductions, 2.00 staff years will be transferred to County Counsel to assume public guardian/conservatorship duties, 1.00 staff year will be transferred to Behavioral Health (Psychiatric Hospital), and 5.00 staff years will be transferred to Regional Operations.

Expenditures

Contains a proposed expenditure increase of \$27.1 million:

- \$1.4 million increase in Salaries and Benefits due to negotiated labor agreements offset by a reduction in staff years.
- \$21.4 million increase in Services and Supplies;
 - \$18.9 million increase in IHSS due to caseload and cost growth.
 - \$2.3 million increase in Nutrition, Caregiver, Multi-Purpose Senior, and Intergenerational services to align with grant allocations.
 - \$0.2 million increase in IHSS Application Services.
- \$0.5 million net increase in Capital Assets for lab equipment at Edgemoor.
- \$3.8 million increase in Operating Transfer Out for IHSS Public Authority to cover increased benefit costs for IHSS Individual Providers.

Revenues

Proposes a revenue increase of \$27.1 million:

- \$31.2 million increase in Intergovernmental Revenue primarily due to revenue resulting from the IHSS federal waiver and projected caseload growth.
- \$0.2 million decrease in Charges for Current Services due to a reduction in estate fees in the Public Administrator/Public Guardian.
- \$3.5 million decrease in Other Financing Sources, primarily due to a decrease in Realignment, offset by IHSS federal waiver funding.
- \$0.2 million decrease in General Revenue Allocation.

Significant Changes in Fiscal Year 2006-07

Expenditures and revenues are proposed to increase by \$6.5 million due primarily to projected IHSS Individual Provider costs, with no proposed change in staffing.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Face-to-face Adult Protective Services Investigations within 10 days	90%	93%	94%	94%
In-Home Supportive Services case actions lost on appeal (not to exceed)*	30%	29%	N/A	N/A
In-Home Supportive Services average number of hours of service per month provided each client (not to exceed)*	85 hours ¹	80 hours	N/A	N/A
In-Home Supportive Services cases potentially eligible for PCSP reviewed*	100%	100%	N/A	N/A
Adult Protective Services clients with closed cases who are not re-referred for a subsequent substantiated event within six months *	75%	88% ²	N/A	N/A

*These measures will not be reported in future Operational Plans. AIS is in the process of developing new measures to be included in the Adopted Operational Plan that better reflect strategic priorities and align with "Envision Progress: A Strategy Agenda for 2005-2010," that was developed based on input from community advisory committees and the Agency executive team. Additional compliance measures will also be adopted consistent with the new State mandated IHSS Quality assurance program.

¹The target of 85 hours of service per month is based on the State average for the In-Home Supportive Services Program.

²At 88%, performance is well above the 75% target. Staff continue to work towards development of service plans for APS clients that will result in long-term stability so that clients are not re-referred. For the most severely impaired clients, referrals are made to Public Guardian and other resources for ongoing follow-up.



Aging & Independence Services

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
In Home Supportive Services	148.00	152.00	2.70	152.00	0.00
Edgemoor	350.00	350.00	0.00	350.00	0.00
Veterans Services	8.00	8.00	0.00	8.00	0.00
PublicAdministrator/Guardian	38.00	39.00	2.63	39.00	0.00
SeniorHealthandSocialServices	50.00	49.00	(2.00)	49.00	0.00
Protective Services	94.50	87.50	(7.41)	87.50	0.00
Administrative and Other Services	27.00	22.00	(18.52)	22.00	0.00
Total	715.50	707.50	(1.12)	707.50	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
In Home Supportive Services	\$ 187,839,619	\$ 211,645,321	12.67	\$ 218,076,392	3.04
Edgemoor	27,663,584	28,596,602	3.37	28,597,646	0.00
Veterans Services	695,128	717,044	3.15	719,223	0.30
PublicAdministrator/Guardian	3,151,971	3,684,636	16.90	3,705,792	0.57
SeniorHealthandSocialServices	12,719,412	14,228,392	11.86	14,226,682	(0.01)
Protective Services	8,744,633	9,167,946	4.84	9,172,297	0.05
Administrative and Other Services	4,468,571	4,392,155	(1.71)	4,395,412	0.07
Total	\$ 245,282,918	\$ 272,432,096	11.07	\$ 278,893,444	2.37

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 48,076,325	\$ 49,521,635	3.01	\$ 49,370,949	(0.30)
Services & Supplies	186,967,212	208,369,340	11.45	214,807,084	3.09
Other Charges	230,000	230,000	0.00	230,000	0.00
Capital Assets Equipment	26,757	526,231	1,866.70	686,231	30.40
Operating Transfers Out	9,982,624	13,784,890	38.09	13,799,180	0.10
Total	\$ 245,282,918	\$ 272,432,096	11.07	\$ 278,893,444	2.37



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fines, Forfeitures & Penalties	175,200	175,200	0.00	175,200	0.00
Revenue From Use of Money & Property	179,437	159,437	(11.15)	159,437	0.00
Intergovernmental Revenues	167,810,586	199,024,904	18.60	204,330,174	2.67
Charges For Current Services	22,951,988	22,751,988	(0.87)	22,751,988	0.00
Miscellaneous Revenues	1,290,518	1,175,067	(8.95)	1,175,067	0.00
Other Financing Sources	42,152,285	38,606,440	(8.41)	39,734,228	2.92
General Revenue Allocation	10,722,904	10,539,060	(1.71)	10,567,350	0.27
Total	\$ 245,282,918	\$ 272,432,096	11.07	\$ 278,893,444	2.37



Behavioral Health Services



Department Description

Behavioral Health Services is a continuum of mental health, alcohol and other drug services for children, youth, families, adults, and older adults. Mental health clinicians, alcohol and drug counselors, and peers provide these services in a professional and respectful manner. Behavioral health services include prevention, treatment, and interventions that promote recovery and social well-being.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

Alcohol and Drug Services

Alcohol and Drug Services (ADS) provides leadership, planning, policy development, service coordination, and resource management for a comprehensive system of alcohol and other drug abuse prevention and treatment services. ADS works in partnership with service providers and other County agencies to deliver effective, culturally sensitive, and appropriate alcohol and other drug prevention and treatment services in community settings throughout San Diego County. Alcohol and other drug treatment, recovery and prevention services are provided exclusively through contracts with community-based organizations. ADS also provides treatment services to County probationers and State parolees in lieu of incarceration, as required by California Proposition 36.

2004-05 Accomplishments

Strategic Initiative – Kids

- Ensured 75% (263) of adolescents successfully discharged from alcohol and drug treatment completed high school or the equivalent, or enrolled in an educational setting, increasing their self-sufficiency, exceeding the target of 70%.

Strategic Initiative – Safe and Livable Communities

- Improved the health and well-being of individuals in an alcohol or drug treatment program by:
 - Ensuring completion of treatment for 40% (2,000) of participants in a program for more than 30 days, less than the target of 55%.
 - Ensuring 90% (2,250) of participants discharged were employed or have initiated employment preparation by the date of discharge, well exceeding the target of 60%.
 - Ensuring 53 contracted programs had policies in place to accept clients with both substance abuse and mental health problems and provide services and/or appropriate referrals, exceeding the target of 50.
- Ensured that 95% (4,750) of adult and adolescent participants in an alcohol and drug treatment program for more than 30 days have not engaged in criminal activity resulting in a conviction during the treatment period, exceeding the target of 90%.

Required Discipline – Regional Leadership

- Co-located with Mental Health Services to begin integration of mental health, alcohol, and other drug services into a behavioral health system that is responsive to the needs of children and adults, many of who have co-occurring substance abuse and mental health problems.



2005-07 Objectives

Strategic Initiative – Kids

- Increase self-sufficiency for 75% of 350 adolescents successfully discharged from alcohol and drug treatment by ensuring they completed high school or the equivalent or enrolled in an educational setting.

Strategic Initiative – Safe and Livable Communities

- Increase health and well being for 45% of 5,000 participants in an alcohol or drug treatment program for more than 30 days by ensuring successful completion of treatment.

Required Discipline – Customer Satisfaction

- Implement alcohol, drug, and mental health services integration plan and establish client-focused measures by June 2007.

Adult/Older Adult Mental Health Services

Adult/Older Adult Mental Health Services (A/OAMHS) follows the philosophy, principles and practices that emphasize the reduction of psychiatric hospitalization and provision of opportunities for mental health clients to become productive community members. Cultural competence is also emphasized in treatment strategies. The population served is Medi-Cal eligible, uninsured, underinsured, and/or indigent adults with a diagnosis indicating serious mental illness.

2004-05 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Provided 12,000 eligible adults timely access to initial mental health outpatient assessment within an average of 9 days, exceeding the target of 21 days.

- Ensured that no more than 21% (1,281) of adult patients discharged from psychiatric hospitalization need to be readmitted within 30 days by linking those discharged to timely, appropriate services in the community, compared to target of no more than 23%.
- Initiated a community based planning process, including clients, youth and family members from diverse cultural backgrounds, the Mental Health Board, and other stakeholders to expand mental health services to be funded by up to \$40 million from the Mental Health Services Act (Proposition 63).

Required Discipline – Regional Leadership

- Promoted an integrated model of practice in behavioral health by co-locating ADS and Mental Health Services Administration, and expanding a dual diagnosis training initiative by 15 programs for a total of 35 programs across Children's Mental Health, Adult/Older Adult Mental Health, and ADS.

2005-07 Objectives

Strategic Initiative – Safe and Livable Communities

- Provide a mental health outpatient assessment to 12,000 eligible adults within a system-wide average wait of 10 days.
- Ensure no more than 1,225 readmissions within 30 days of previous admission, a reduction of 2% (25 readmissions) from the previous fiscal year.

Required Discipline – Regional Leadership

- Complete a comprehensive community-based planning process and begin implementation of expanded mental health services for adults and older adults, funded by the Mental Health Services Act (Proposition 63).



Children's Mental Health Services

Children's Mental Health Services (CMHS) provides aid to children and adolescents who are emotionally disturbed, and their families. CMHS offers a wide variety of mental health services that are comprehensive and community-based ranging from early intervention to residential services. CMHS works in partnership with families, public agencies, providers and the community to achieve effective outcomes for children and youth.

2004-05 Accomplishments

Strategic Initiative – Kids

- Prevented the need for out-of-home placement for 98% (157) of seriously emotionally disturbed children and youth served by the CMHS Initiative in which an array of services are provided to improve their well-being and ability to function, exceeding the goal of 70%.
- Provided school-based mental health services to 272 schools, an increase from 252 schools last year. Mental health staff provided assessments, treatment, medication, and case management.
- Provided 11,000 eligible children and youth timely access to mental health outpatient treatment within an average of 6 days, exceeding the target of 21 days.

Required Discipline – Regional Leadership

- Promoted an integrated model of practice in behavioral health by co-locating ADS and Mental Health Services Administration, and expanding a dual diagnosis training initiative by 15 programs for a total of 35 programs across Children's Mental Health, Adult/Older Adult Mental Health, and ADS.

2005-07 Objectives

Strategic Initiative – Kids

- Ensure an estimated 11,000 children and youth are assessed by a mental health professional and referred to mental health outpatient treatment within 7 days.
- Prevent the need for out-of-home placement for 95% of the total number of seriously emotionally disturbed children and youth served by the CMHS Initiative.

Required Discipline – Regional Leadership

- Complete a comprehensive community-based planning process and begin implementation of expanded mental health services for children and youth, funded by the Mental Health Services Act (Proposition 63).

Changes from 2004-05 Adopted

Staffing

Includes a proposed reduction of 126.00 staff years. These reductions are due to:

- A program transfer in which 59.00 staff years originally reflected in Behavioral Health Services (Child Mental Health Services (CMHS) Residential Services) will now be budgeted in Child Welfare Services – with no impact to services or clients.
- A transfer from Administrative Support to CMHS of .50 staff years for a Psychiatrist position.
- A reduction of 3.00 staff years in CMHS due to re-engineering through managed competition.
- A reduction of 64.50 staff years due to the re-engineering/outourcing of Adult/Older Adult Mental Health Services through managed competition.

Expenditures

Includes proposed expenditure reductions of \$1.8 million due to:



Behavioral Health Services

- Alcohol and Drug Services expenditure proposed decrease of \$0.5 million;
 - \$0.1 million increase associated primarily with negotiated labor agreements.
 - \$0.6 million decrease primarily for a reduction in Local Law Enforcement Block Grant contracts.
 - Adult/Older Adult Mental Health Service (A/OAMHS) expenditure proposed decrease of \$0.7 million that includes;
 - \$4.3 million decrease associated with managed competition. An overall reduction of \$7.3 million from the re-engineering/outsourcing of A/OAMHS through managed competition is expected to be achieved, of which \$3.0 million was already factored into Fiscal Year 2004-05 Adopted budget based on the premise that reductions through the managed competition process would begin in Fiscal Year 2004-05.
 - \$4.0 million decrease in pharmaceutical appropriations primarily due to the transfer of the jail pharmaceutical program to the Sheriff's Department.
 - \$1.6 million increase associated largely with negotiated labor agreements.
 - \$1.7 million increase in utilization of fee-for-service hospitals.
 - \$2.4 million increase of one-time contracted services for AB 2034 (integrated services for homeless mentally ill).
 - \$0.7 million increase associated with Proposition 63 planning.
 - \$0.8 million increase in miscellaneous services and supplies.
 - Children's Mental Health Services (CMHS) expenditure proposed decrease of \$0.6 million due to;
 - \$0.3 million decrease associated with the re-engineering of CMHS through managed competition.
 - \$5.1 million decrease from the transfer of the residential program from Behavioral Health Services to Child Welfare Services.
 - \$1.3 million increase associated largely with negotiated labor agreements.
 - \$3.5 million increase due to additional day treatment contracts for residential programs and other outpatient services.
- Revenues**
- Includes proposed revenue decreases of \$1.8 million:
- Alcohol and Drug Services proposed revenue decrease of \$0.5 million due to.
 - \$0.2 million decrease for Proposition 36 and Local Law Enforcement Block Grant revenue.
 - \$2.0 million decrease in the use of Fund Balance.
 - \$1.7 million increase in the use of General Revenue Allocation.
 - CMHS proposed revenue decrease of \$0.6 million
 - \$4.7 million increase in CMHS for additional school funding of AB 2726 (Special Education Program) services, and an increase in federal Medi-Cal revenue.
 - \$0.9 million decrease in Miscellaneous Revenues - Federal Emergency Management Agency (FEMA) revenue.
 - \$2.5 million increase in Other Financing Sources associated with Mental Health Realignment and Tobacco Settlement revenue.
 - \$6.9 million net decrease in General Revenue Allocation due to the shift of the Residential Program to Child Welfare Services and an increase in funding obtained for AB 2726 services.
 - Adult/Older Adult Mental Health Services (A/OAMHS) proposed revenue decrease of \$0.7 million, which includes;
 - \$1.1 million decrease in Intergovernmental Revenue.
 - \$2.4 million increase of one-time AB 2034 (Mental health funding: local grants) revenue.



- \$1.7 million increase in Federal Medi-Cal revenue.
- \$0.7 million increase in Proposition 63 revenue.
- \$5.9 million decrease in Managed Care revenue.
- \$0.4 million increase in Charges for Current Services in A/OAMHS associated with funding from Aging and Independent Services for a Health Services Coordinator, and for pharmacy revenue.
- \$0.7 million increase in Miscellaneous Revenue - Superior Court funding for Adult Forensics.
- \$0.7 million decrease in Other Financing Sources associated with Mental Health and Health Realignment and Tobacco Settlement revenue.

- \$0.4 million increase in General Revenue Allocation.

Significant Changes in Fiscal Year 2006-07

Expenditures and Revenues are proposed to decrease by \$4.7 million primarily due to one-time AB 2034 (Mental health funding; local grants) rollover revenue not being carried forward for A/OAMHS contracts, one-time funding for the California Outcome Measurement System (CalOMS) that will not be needed by ADS during Fiscal Year 2006-07, reduction in lease costs, and other miscellaneous adjustments. No changes in staffing are anticipated.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent	70%	75%	75%	75%
Participants in alcohol and drug treatment more than 30 days who successfully complete treatment	55%	40% ¹	45%	45%
Wait time for adult mental health outpatient treatment	21 days	9 days	10 days ²	10 days ²
Reduction in percentage of psychiatric hospital readmissions within 30 days of previous admission **	N/A	N/A	2%	2%
Wait time for children's mental health outpatient treatment	21 days	6 days	7 days ²	7 days ²
Residential placement avoided for children and youth served in the CMHS Initiative	70%	98%	95%	95%
Participants in alcohol and drug treatment more than 30 days who do not engage in criminal activity during treatment period*	90%	95%	N/A	N/A
Adults discharged from alcohol and drug treatment who are employed or in employment prep activities*	60%	90% ³	N/A	N/A
Adult patients discharged from psychiatric hospitalization readmitted within 30 days***	23%	21%	N/A	N/A

*These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2005-2010," developed based on input from community advisory committees and staff.

**This measure has been rewritten for clarity and ease of understanding. It replaces the Fiscal Year 2004-05 measure, "Adult patients discharged from psychiatric hospitalization readmitted within 30 days."

***This measure will not be reported in future Operational Plans because it has been re-worded for clarity and ease of understanding. It is replaced by the Fiscal Year 2005-07 measure "Reduction in percentage of psychiatric hospital readmissions within 30 days of previous admission."



¹A lower percentage of individuals has successfully completed treatment than was the Agency target. A number of efforts are being initiated to identify the reasons for the lower result, including an analysis of successful treatment outcomes by type of treatment modality and type of population. In addition, training for treatment providers was held in April 2005 to ensure consistent application of successful discharge criteria and appropriate coding on data forms.

²The Fiscal Year 2005-07 targets for wait times for both children and adult mental health outpatient treatment are significantly more aggressive than the prior year target of 21 days, reflecting current performance. A uniform, more restrictive definition of wait times is also being instituted.

³The percentage of individuals who are employed or engaged in employment preparation exceeds the Agency target. The target for Fiscal Year 2005-06 will be raised to better reflect trends in employment among people completing alcohol and drug treatment.



Behavioral Health Services

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Alcohol and Other Drug Services	42.00	42.00	0.00	42.00	0.00
Adult/Older Adult Mental Health Services	400.75	336.25	(16.09)	336.25	0.00
Children's Mental Health Services	196.25	134.75	(31.34)	134.75	0.00
Total	639.00	513.00	(19.72)	513.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Alcohol and Other Drug Services	\$ 47,895,582	\$ 47,424,993	(0.98)	\$ 47,060,447	(0.77)
Adult/Older Adult Mental Health Services	127,928,178	127,189,935	(0.58)	123,881,142	(2.60)
Children's Mental Health Services	85,395,572	84,837,548	(0.65)	84,857,014	0.02
Total	\$ 261,219,332	\$ 259,452,476	(0.68)	\$ 255,798,603	(1.41)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 50,156,153	\$ 48,017,146	(4.26)	\$ 47,744,097	(0.57)
Services & Supplies	208,763,117	209,055,623	0.14	205,674,799	(1.62)
Other Charges	2,333,369	2,398,337	2.78	2,398,337	0.00
Expenditure Transfer & Reimbursements	(33,307)	(18,630)	(44.07)	(18,630)	0.00
Total	\$ 261,219,332	\$ 259,452,476	(0.68)	\$ 255,798,603	(1.41)

**Budget by Categories of Revenues**

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	2,000,000	—	(100.00)	—	0.00
Intergovernmental Revenues	145,153,270	148,643,345	2.40	145,237,251	(2.29)
Charges For Current Services	973,751	1,439,429	47.82	1,439,429	0.00
Miscellaneous Revenues	5,024,050	4,772,222	(5.01)	4,772,222	0.00
Other Financing Sources	89,434,947	90,783,163	1.51	90,899,930	0.13
General Revenue Allocation	18,633,314	13,814,317	(25.86)	13,449,771	(2.64)
Total	\$ 261,219,332	\$ 259,452,476	(0.68)	\$ 255,798,603	(1.41)



Child Welfare Services



Department Description

Child Welfare Services (CWS) provides leadership and support to protect children and preserve families by establishing direction for practice and policy countywide. Communities are supported through the delivery of culturally competent, family-centered, and child-focused services. CWS administers: the Polinsky Children's Center, a 24-hour facility for the temporary emergency shelter of children; the San Pasqual Academy, a state-of-the-art residential education campus for foster children; foster care eligibility and licensing units; group home placement services for foster youth with emotional and behavioral issues; services to emancipating foster youth; and, adoptive home assessments and placements. CWS also provides critical support services to regional operations.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Strengthened Child Welfare Services by achieving State and federal accountability outcomes for the safety, permanency and the well-being of children:
 - Responded in a timely manner to 96% of an estimated 2,000 hotline referrals each month in order to assess children in need of protective services, exceeding the 94.4% federal and State accountability outcome goal.
 - Ensured that no more than 12.5% of about 671 children for whom there is a substantiated referral of abuse/neglect each month had a subsequent substantiated referral within 12 months, which exceeds the 14.6% target.

- Ensured that 91.3% of 6,355 of children in homes where the family is receiving services do not have a recurrence of abuse/neglect within 12 months, exceeding the 90% goal.
- Ensured that no more than 12.7% (79 of 624) of all former foster children re-entered foster care within 12 months of reunification, which exceeds the target of 13.4%.
- Ensured 62.4% (5,131) of foster children were placed with at least one sibling, and 40.5% (3,331) were placed with all siblings, slightly below the goals for each objective, 66.4% and 42% respectively.
- Ensured that 74% (130) of all foster youth in the 12th grade achieved high school completion (diploma, certificate or equivalent), just below the 75% goal.

Required Discipline – Accountability/Transparency

- Ensured that 77.2% of the 290 audited relative caregiver approvals were completed accurately and within 12 months after original assessment. (Target: 90%)

Required Discipline – Essential Infrastructure

- Completed design for renovation of a dormitory at the San Pasqual Academy, with fundraising in progress.



2005-07 Objectives

Strategic Initiative – Kids

- Ensure a State approved risk assessment tool is implemented Countywide by June 2006 in order to better assess the safety of children in abuse situations and the likelihood of future risk of abuse.
- Ensure that 77% of an estimated 175 foster youth in the 12th grade achieve high school completion (diploma, certificate or equivalent), including youth at San Pasqual Academy and other residential care settings.
- Place 620 children in adoptive homes by June 2006, to advance permanency for foster children.
- Provide early Head Start services to 80% (61 per month) of infants and toddlers at the Polinsky Children's Center.

Required Discipline – Fiscal Stability

- Create a data unit to track and analyze more than 20 mandated outcomes as part of State and federal accountability requirements, and to improve social work practice for the safety, permanency and well-being of children.

Required Discipline – Regional Leadership

- Continue community engagement in order to achieve child welfare system improvements that result in improved safety, permanency and well-being of children, promoting transparency to the public that is consistent with State system improvement requirements.

Required Discipline – Accountability/Transparency

- Support regional efforts to ensure that 90% of 120 relative caregiver approvals processed each month are completed accurately and within 12 months after the original assessment.

Changes from 2004-05 Adopted

Staffing

Includes a proposed increase of 60.00 staff years. The Residential Services program was moved from Behavioral Health Services to Child Welfare Services, resulting in the transfer of 59.00 staff years. Other changes include the net addition of 1.00 staff year from Regional Operations to create the data unit. These staffing changes will have no service impact to clients but will align staffing with program and support services needs.

Expenditures

Includes a proposed increase in expenditures of \$6.7 million:

- \$5.5 million net increase in Salaries and Benefits associated with negotiated salary increases and transfers of staff.
- \$1.6 million decrease in Services and Supplies largely related to centralization of facility operations and maintenance charges.
- \$2.8 million net increase in Other Charges as the result of a \$3.8 million increase in the Kinship Guardianship Assistance Program (KinGAP) payments to relative caregivers, offset by a \$1.0 million decrease in payments for Seriously Emotionally Disturbed children's services to align expenditure levels with projected case costs.

Revenues

Includes a proposed increase in revenues of \$6.7 million:

- \$8.7 million increase in Intergovernmental Revenues. This includes \$3.2 million for KinGAP and \$5.5 million to align revenues with where they are realized.
- \$3.2 million increase in Other Financing Sources due to an increase in use of Social Services Realignment.
 - \$5.2 million reduction in the General Revenue Allocation as a result of technical funding shifts among programs and divisions in HHSA.

**Significant Changes in Fiscal Year 2006-07**

Includes a proposed increase in expenditures and revenues of \$10.5 million associated with growth in caseload and costs of doing business.

Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Foster children in 12 th grade who achieve high school completion (diploma, certificate or equiv.)	75%	74.3%	77%	77%
Children placed in adoptive homes	N/A	N/A	620	620
Infants and toddlers at Polinsky Children's Center receiving Early Head Start services	N/A	N/A	80%	80%
Subsequent substantiated referral of abuse/neglect within 12 months (not to exceed target)*	14.6%	12.5%	N/A	N/A
Timely response to hotline referrals for child protective services**	94.4%	96%	N/A	N/A
No-recurrence of abuse/neglect within 12 months for children in homes where the families are receiving services**	90%	91.3%	N/A	N/A
Foster children re-entering foster care within 12 months of reunification (not to exceed target)**	13.4%	12.7%	N/A	N/A
Foster care children placed with all siblings**	42%	40.5%	N/A	N/A
Foster care children placed with at least one sibling**	66.4%	62.4%	N/A	N/A

*This measure is reported in the Regional Operations section of this Fiscal Year 2005-07 CAO Proposed Operational Plan because regions are primarily accountable for achieving this and many other child welfare outcomes. CWS provides critical support and quality assurance to Regional Operations.

**These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2005-2010." The strategy agenda was developed based on input from community advisory committees and staff.



Child Welfare Services

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Child Welfare Services	486.00	550.00	13.17	550.00	0.00
Foster Care	123.00	113.00	(8.13)	113.00	0.00
Adoptions	137.00	143.00	4.38	143.00	0.00
Total	746.00	806.00	8.04	806.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Child Welfare Services	\$ 56,222,155	\$ 59,831,392	6.42	\$ 59,451,820	(0.63)
Foster Care	162,145,483	164,406,008	1.39	174,974,538	6.43
Adoptions	11,900,592	12,735,340	7.01	13,070,842	2.63
Total	\$ 230,268,230	\$ 236,972,740	2.91	\$ 247,497,200	4.44

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 52,911,445	\$ 58,391,005	10.36	\$ 58,391,005	0.00
Services & Supplies	22,635,353	21,052,522	(6.99)	21,252,399	0.95
Other Charges	154,721,432	157,529,213	1.81	167,853,796	6.55
Total	\$ 230,268,230	\$ 236,972,740	2.91	\$ 247,497,200	4.44

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Revenue From Use of Money & Property	584,308	584,308	0.00	584,308	0.00
Intergovernmental Revenues	167,511,638	176,213,329	5.19	184,050,336	4.45
Charges For Current Services	284,270	284,270	0.00	284,270	0.00
Miscellaneous Revenues	755,472	755,472	0.00	755,472	0.00
Other Financing Sources	46,570,228	49,797,322	6.93	52,406,595	5.24
General Revenue Allocation	14,562,314	9,338,039	(35.88)	9,416,219	0.84
Total	\$ 230,268,230	\$ 236,972,740	2.91	\$ 247,497,200	4.44

Public Health Services



Department Description

Public health is government working together in partnership with private organizations and community-based professionals to promote healthy behaviors, prevent disease and injury, protect individual and community health, assure access to health care, eliminate disparities in health status, protect the environment and increase the years and quality of healthy life. The functions of assessment, assurance and policy and program development are core activities for the field of public health. Providing public health protection for County residents is a multidisciplinary and collaborative effort, involving other County Groups, as well as the private health care provider network, communities and individuals.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Fully immunized 88% (2,200) of children age 24 months served by the regional public health centers to prevent the spread of childhood communicable diseases and keep children healthy, exceeding our target of 85%, the State target (81%), and national target (82%) rates.
- Ensured that 85% (1,275) of pregnant women, who did not have prenatal care when they first contacted the Perinatal Care Network, reported receiving prenatal care within 30 days of their first contact, since proper prenatal care contributes to good birth outcomes, exceeding the target of 60%.

Strategic Initiative – Safe and Livable Communities

- Successfully conducted three emergency preparedness drills with public health staff and community partners, which focused on integrating military and civilian capabilities for managing the consequences of potential bioterrorist attacks; implementing a quarantine in order

to contain a public health threat (such as Severe Acute Respiratory Syndrome); and enhancing Statewide hospital response.

- Responded to and initiated an investigation for 95% (46) of cases for selected diseases within 24 hours of report as the first line of defense in protecting the community's health.
- Increased by 110 (from 684 to 794) the number of community physicians, healthcare, and emergency management personnel enrolled in the Emergency Medical Alert Network (EMAN) who are alerted when there is a new disease control measure or when a health disaster occurs, exceeding the target of 764.
- Ensured 90% (540) of contacts to infectious Tuberculosis (TB) cases meet the Centers for Disease Control and Prevention standards, to prevent the spread of this communicable disease in the community.
- Ensured that 80% (12,000) of people tested for Human Immunodeficiency Virus (HIV) are at high-risk for HIV, effectively targeting testing activity to prevent and control the spread of infection in San Diego County, which has the third highest number of Acquired Immunodeficiency Syndrome (AIDS) cases of all California counties. This exceeded the target of 75%.



2005-07 Objectives

Strategic Initiative – Kids

- Ensure that 65% of 250 expectant mothers, who are visited by Public Health Nurses through delivery, complete the recommended number of prenatal care visits from time of first contact.
- Maintain a high rate (85%) of immunization coverage for 2,500 children age 24 months served by regional public health centers, to prevent the spread of childhood communicable diseases and keep children healthy.

Strategic Initiative – Safe and Livable Communities

- Enroll and train 100 community healthcare providers on the County's new web-based disease reporting system to enhance surveillance, investigation, and response capacity.
- Conduct three drills or exercises with public health staff and with community partners to evaluate the County's level of preparedness for public health hazards. Modify written preparedness plans and trainings based on findings as appropriate.
- Ensure that Epidemiology staff contact and initiate investigations within 24 hours of report for a minimum of 96% of cases for selected diseases. This is one of the first lines of defense in protecting the public's health.
- Confirm that 70% of approximately 200 County staff EMAN participants receive EMAN drill alerts within four hours of an alert being issued to ensure timeliness of emergency communication response.
- Ensure that 90% of an estimated 600 contacts to infectious TB cases meet the Centers for Disease Control and Prevention standards, to prevent the spread of this communicable disease in the community.

Changes from 2004-05 Adopted

Staffing

Proposes a reduction of 7.20 staff years. Reduction of 3.20 staff years due to service delivery improvements and restructuring of administrative duties, 3.00 staff years will be transferred to regions as part of the decentralization of community health promotion services, and 1.00 staff year will be transferred to Administrative Support.

Expenditures

Includes a proposed expenditure increase of \$2.2 million due to:

- \$0.7 million net increase in Salaries and Benefits due to negotiated labor agreements offset by the costs associated with the reduction in staffing.
- \$1.6 million net increase in Services and Supplies, Other Charges, and Capital Assets Equipment, including;
 - \$0.6 million increase in contracted services for the Bioterrorism program due to an anticipated increase in federal Health Resources and Services Administration (HRSA) funding.
 - \$1.3 million increase in emergency medical services contracts for disaster medical response and ambulance provider costs for the County Service Areas.
 - \$0.3 million increase in the epidemiology program due to a one-year contract for the California Health Interview Survey.
 - \$0.7 million decrease in Other Charges due to improvements in Medi-Cal eligibility determinations resulting in decreased Child Health and Disability Program costs.
- \$0.1 million increase in Expenditure Transfer and Reimbursements associated with the Probation health services contract.

Revenues

Includes a proposed revenue increase of \$2.2 million due to:



- \$0.2 million increase in Taxes Current Property for property tax allocations associated with increased ambulance service provider costs.
- \$0.3 million net decrease in Intergovernmental Revenue as a result of shifts of revenue to Regional Operations, offset by an increase in federal aid for the Bioterrorism program.
- \$0.4 million increase in Miscellaneous Revenue due to \$0.3 million funding from Children's Investment trust fund for the California Health Interview Survey, and increased birth certificate fee revenue from Vital Records.

- \$1.8 million increase in Other Financing Sources due to increase of Health Realignment from Regional Operations to align revenue where it is being earned.
- \$0.1 million increase in all other revenues, to align budget with projected collections.

Significant Changes in Fiscal Year 2006-07

Expenditures and Revenue are proposed to decrease by \$0.5 million due primarily to reductions in one-time contracted services. There are no proposed changes in staffing or service levels.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Expectant mothers, visited by Public Health Nurses through delivery, complete recommended number of prenatal care visits*	N/A	N/A	65%	65%
Immunization coverage rate maintained for children age 24 months in regional public health centers	85%	88%	85%	85%
Public Health related drills or exercises with HHSA staff and community partners conducted	3	3	3	3
Selected communicable diseases cases contacted/investigations initiated within 24 hours	95%	95%	96%	96%
Contacts of infectious TB cases evaluated	90%	90%	90%	90%
Number of health care personnel enrolled in the Emergency Medical Alert Network (EMAN)**	764	794	N/A	N/A
Women with prenatal appointment within 30 days of contact**	60%	85% ¹	N/A	N/A
High-risk clients of all those tested for HIV**	75%	80%	N/A	N/A

* New measure effective Fiscal Year 2005-06 to better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2005-2010," developed based on input from community advisory committees and staff.

**These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect current strategic priorities and measure outcome-based performance.

¹At 85%, performance in women's access to prenatal care within 30 days of first contacting the Perinatal Care Network is well above the target of 60%. This success is credited to several new strategies, including three-way calls between clients, County staff, and medical provider offices, and improvements in data collection and calculation methodologies. As this measure is about timeliness of access to care, and the new measure regarding prenatal care is about completing visits, it was determined the new measure is more outcome oriented and appropriate.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Administration and Other Services	42.50	38.50	(9.41)	38.50	0.00
Bioterrorism / EMS	38.50	40.00	3.90	40.00	0.00
Infectious Disease Control	124.70	123.50	(0.96)	123.50	0.00
Surveillance	94.50	97.50	3.17	97.50	0.00
Prevention Services	77.67	71.17	(8.37)	71.17	0.00
Total	377.87	370.67	(1.91)	370.67	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Administration and Other Services	\$ 11,639,623	\$ 10,380,333	(10.82)	\$ 10,403,499	0.22
Bioterrorism / EMS	12,186,250	13,570,991	11.36	13,270,352	(2.22)
Infectious Disease Control	23,941,365	24,591,471	2.72	24,318,206	(1.11)
Surveillance	11,028,020	11,504,477	4.32	11,327,962	(1.53)
Prevention Services	14,571,494	14,571,382	(0.00)	14,465,502	(0.73)
Ambulance CSA's - Health & Human Services	4,747,658	5,676,739	19.57	6,020,755	6.06
Total	\$ 78,114,410	\$ 80,295,393	2.79	\$ 79,806,276	(0.61)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 31,376,580	\$ 32,062,342	2.19	\$ 32,806,337	2.32
Services & Supplies	45,338,730	47,598,279	4.98	46,448,167	(2.42)
Other Charges	1,500,000	800,000	(46.67)	800,000	0.00
Capital Assets Equipment	96,000	170,277	77.37	87,277	(48.74)
Expenditure Transfer & Reimbursements	(196,900)	(335,505)	70.39	(335,505)	0.00
Total	\$ 78,114,410	\$ 80,295,393	2.79	\$ 79,806,276	(0.61)



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Taxes Current Property	915,675	1,103,156	20.47	1,285,757	16.55
Taxes Other Than Current Secured	17,206	29,080	69.01	30,480	4.81
Licenses Permits & Franchises	338,507	188,203	(44.40)	188,203	0.00
Fines, Forfeitures & Penalties	1,869,630	1,823,504	(2.47)	1,823,915	0.02
Revenue From Use of Money & Property	44,000	179,304	307.51	39,000	(78.25)
Intergovernmental Revenues	39,608,404	39,284,755	(0.82)	39,166,528	(0.30)
Charges For Current Services	7,769,876	7,979,206	2.69	8,187,533	2.61
Miscellaneous Revenues	834,938	1,211,206	45.07	812,881	(32.89)
Other Financing Sources	24,666,142	26,446,948	7.22	26,221,948	(0.85)
General Revenue Allocation	2,050,032	2,050,031	0.00	2,050,031	0.00
Total	\$ 78,114,410	\$ 80,295,393	2.79	\$ 79,806,276	(0.61)

Administrative Support



Department Description

The Agency's support divisions play an important role providing essential financial, administrative, contract, and planning support to the Agency's regions and divisions. They are essential to maintaining a high level of operational excellence and adherence to required disciplines. Financial and Support Services; Human Resources; Management Support; Agency Contract Support; and Strategy and Planning divisions are included, as well as the Compliance Office and the Office of Resource Development within the Agency Executive Office.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Participated in the County's review of the child welfare system in order to strengthen the system and respond to State and federal accountability reforms, including assistance in the design of the Quality Assurance unit.
- Met 95% of California Work Opportunities and Responsibility to Kids (CalWORKs) Welfare Information Network (CalWIN) milestones in preparation for implementation of this new information system for tracking welfare eligibility and issuing benefits.
- Worked with the County Office of Strategy and Intergovernmental Affairs and Washington, DC representatives to obtain \$119,000 in additional funding for San Pasqual Academy capital improvements.

Strategic Initiative – Safe and Livable Communities

- Obtained \$6.4 million in external grants and/or revenues to benefit the community and Agency during tight financial times.

- Trained 36 Agency subject matter experts in developing high quality legislative sponsorship proposals.

Required Discipline – Fiscal Stability

- Initiated seven projects to improve Agency revenue management, exceeding the target of three.

Required Discipline – Skilled, Competent Workforce

- Completed 95% (5,035) of performance reports on time so that staff receives feedback on their performance.

Required Discipline – Information Management

- Conducted five workshops on advanced data analysis and usage to educate staff on how to use data to support decision-making.

Required Discipline – Accountability/Transparency

- Developed performance work statements for six contracts to strengthen accountability for results, meeting the goal of transitioning 10% of contracts identified in a performance-based services contracting plan.
- Ensured that 70% (15) of Agency regions and divisions had a compliance risk assessment completed by the end of the fiscal year.
- Ensured that 97.3% (115) of contracts sampled are monitored according to a monitoring plan.



Administrative Support

- Conducted operations research reviews on health promotion staffing and use of call centers to improve program performance and operational efficiencies.

Required Discipline – Continuous Improvement

- Convened five “Deep Dives,” management team meetings focusing on key performance challenges in Child Welfare Services Relative Caregiver Approval, CalWORKs Sanctioned Cases, Public Health Nursing, Child Welfare Services Quality Assurance, and Succession Planning.

2005-07 Objectives

Strategic Initiative – Safe and Livable Communities

- Provide a Countywide Management Decision Support System prototype and communication plan by June 2006 that is flexible enough to meet the challenging dynamics of disaster response.
- Initiate four emergency response drills with community public information officers by June 2006 to ensure timely communication to the public during health emergencies.
- Obtain \$6.7 million in external grants and/or revenues to benefit the community and Agency during tight financial times.

Required Discipline – Fiscal Stability

- Manage resources in Fiscal Year 2005-06 to ensure a minimum management reserve level of \$5.0 million.

Required Discipline - Skilled, Competent Workforce

- Decrease by 5% (10) the overall average of vacancies in the Agency by developing effective recruitment strategies.

Required Discipline – Information Management

- Meet at least eight of nine CalWORKs Welfare Information Network (CalWIN) milestones as the Agency prepares for the implementation of this new information system for tracking welfare services, which is scheduled to “go live” in June 2006.

Required Discipline – Accountability/Transparency

- Ensure that 97.5% of an estimated 130 contracts sampled are monitored according to a monitoring plan.
- Conduct a minimum of two in-depth risk assessments, which average six months to complete, in order to ensure compliance with funding source guidelines and regulations.

Changes from 2004-05 Adopted

Staffing

Includes proposed net transfer of 3.50 staff years from Public Health Services and Regional Program Support to support program needs and the increased demands of doing business. These changes better align staffing with the administrative structure.

Expenditures

Includes a proposed increase in expenditures of \$11.3 million:

- \$0.7 million net increase in Salaries and Benefits due to negotiated labor agreements and the transfer of 3.50 staff years.
- \$8.1 million proposed increase in Services and Supplies due to;
 - \$3.0 million appropriation for Bioterrorism reserves.
 - \$1.6 million increase in major maintenance.
 - \$1.3 million increase due to the transfer of the Child Abuse Prevention, Intervention, and Treatment (CAPIT) contract.



- \$2.7 million increase due to centralization of Purchasing and Contracting, Internal Service Funds and other miscellaneous costs.
- \$3.8 million increase in Management Support, primarily for CalWIN implementation.
- \$4.3 million reduction due to one-time cost for the Public Health Laboratory remodel.
- \$2.5 million increase in Management Reserves based on projected Fiscal Year 2004-05 available Agencywide fund balance.

Revenues

Includes a proposed increase in revenue of \$11.3 million:

- \$1.0 million decrease in Intergovernmental Revenue resulting from a decrease in Tobacco Tax Settlement and Administrative Allocations offset by an increase in State CalWIN program revenue.
- \$1.0 million increase in Charges for Current Services associated with CAPIT.
- \$1.9 million increase in Other Financing Sources associated with Social Services, Mental Health, and Health Realignment.

- \$5.5 million increase in budgeted Fund Balance (total \$8 million) to fund \$3.5 million major maintenance and to budget a \$5 million management reserve.
- For Fiscal Year 2004-05, the General Revenue Allocation listed in the accompanying chart is a negative number. Revenues budgeted in Fiscal Year 2004-05 for this Program exceeded expenditures by \$3.9 million and would be used to fund costs in other HHSA Operational Plan Programs reducing the actual General Revenue Allocation for those programs. For Fiscal Year 2005-06 the excess revenues are budgeted in the other programs, which increase the negative General Revenue allocation to \$0.

Significant Changes in Fiscal Year 2006-07

Proposes expenditures and revenue reductions of \$6.7 million, primarily due to the decrease in the CalWIN allocation and the reflection of one-time Bioterrorism reserves in Fiscal Year 2005-06. There is no proposed change in staffing.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Dollars obtained by Office of Resource Development for Agency and community programs	\$2.7 million	\$6.4 million	\$6.7 million	\$6.7 million
Management Reserves for HHSA	N/A	N/A	\$5 million	\$5 million
Contracts (sampled) that have monitoring plans that meet required elements	97%	97.3%	97.5%	98%
Milestones for new welfare services information system achieved*	95%	95%	N/A	N/A
Revenue projects initiated*	3	7	N/A	N/A
Performance work statements developed for contracts identified in contracting plan*	10%	10%	N/A	N/A
Workshops on advanced data analysis and usage convened*	5	5	N/A	N/A

*These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that best reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2005-2010," that was developed based on input from community advisory committees and staff.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Agency Executive Office	19.50	20.00	2.56	20.00	0.00
Agency Contract Support	22.00	23.00	4.55	23.00	0.00
Financial Services Division	184.00	184.00	0.00	184.00	0.00
Human Resources	62.00	62.00	0.00	62.00	0.00
Management Support	12.00	12.00	0.00	12.00	0.00
Proposition 10	16.00	16.00	0.00	16.00	0.00
Strategy and Planning Division	26.00	28.00	7.69	28.00	0.00
Total	341.50	345.00	1.02	345.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Agency Executive Office	\$ 10,518,570	\$ 14,855,791	41.23	\$ 10,851,627	(26.95)
Agency Contract Support	2,403,372	3,414,876	42.09	3,417,428	0.07
Financial Services Division	23,384,494	24,164,195	3.33	24,179,667	0.06
Human Resources	5,642,042	5,567,407	(1.32)	5,572,737	0.10
Management Support	15,604,860	19,411,396	24.39	16,590,902	(14.53)
Proposition 10	1,268,538	1,405,731	10.82	1,457,888	3.71
Strategy and Planning Division	5,243,239	6,513,152	24.22	6,509,489	(0.06)
Total	\$ 64,065,115	\$ 75,332,548	17.59	\$ 68,579,738	(8.96)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 26,316,686	\$ 27,006,741	2.62	\$ 27,125,233	0.44
Services & Supplies	35,123,049	43,220,807	23.06	36,349,505	(15.90)
Other Charges	5,000	5,000	0.00	5,000	0.00
Capital Assets Equipment	120,380	100,000	(16.93)	100,000	0.00
Management Reserves	2,500,000	5,000,000	100.00	5,000,000	0.00
Total	\$ 64,065,115	\$ 75,332,548	17.59	\$ 68,579,738	(8.96)



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	2,500,000	8,000,000	220.00	5,000,000	(37.50)
Intergovernmental Revenues	40,961,273	39,958,533	(2.45)	31,656,361	(20.78)
Charges For Current Services	676,663	1,676,565	147.77	1,676,565	0.00
Miscellaneous Revenues	540,223	556,463	3.01	556,463	0.00
Other Financing Sources	23,262,170	25,140,987	8.08	29,690,349	18.10
General Revenue Allocation	(3,875,214)	—	(100.00)	—	0.00
Total	\$ 64,065,115	\$ 75,332,548	17.59	\$ 68,579,738	(8.96)

Land Use and Environment Group

Land Use and Environment Group

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**Land Use and Environment Group Summary &
Executive Office**
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**San Diego Geographic Information Source
(SanGIS)**
.....

Agriculture, Weights and Measures
.....

Air Pollution Control District
.....

Environmental Health
.....

Farm and Home Advisor
.....

Parks and Recreation
.....

Planning and Land Use
.....

Public Works
.....

Land Use and Environment Group Summary/Executive Office



Group Description

The Land Use and Environment Group unifies County efforts in environmental conservation, land use planning, environmental safety, consumer and public health protection, economic development, and infrastructure development and maintenance. Staff in the Group work to preserve and enhance our environment, provide recreational opportunities, exercise stewardship for many of our most important environmental assets, encourage responsible development, improve air quality, foster economic growth, and enforce local, State, and federal laws that protect our health, safety, and quality of life.

Mission Statement

To unify the County's efforts in environmental preservation, quality of life, economic development, recreation, and infrastructure development and maintenance.

2004-05 Accomplishments

Strategic Initiative – Kids

- Allocated \$430,000 to replace four pre-1987 diesel school buses with buses using natural gas (CNG) or clean diesel.
- Allocated \$368,000 to fund 51 particulate traps on diesel school buses.
- Revised the public pool inspection report to emphasize risk factor violations that contribute to illness, injury and/or death. The new form was presented to over 200 people during the pool seminar conducted in March 2005.
- Updated the Multiple Species Conservation Program (MSCP) Portal website on a monthly basis, and added a word search puzzle to the "Kids Corner" for the Otay River Watershed.
- Enhanced safety for children in low-income neighborhoods and near schools through sidewalk, bicycle and equestrian pathway projects. Sidewalk projects included La Brea Street and 16th Street in Ramona, Parkside Street in Lakeside, Kenwood Drive and South Barcelona Street in Spring Valley, and Pasadena Road in Fallbrook.
- Built seven playgrounds at Fallbrook (2), Felicita (2), Lake Morena (1), and San Dieguito (2) parks.
- Worked with the State of California, Department of Transportation (Caltrans) to complete construction of three ballfields at Sweetwater Regional Park as part of the State Route 125 mitigation agreement.
- Assisted school districts in complying with the Healthy Schools Act by conducting inspections and providing information regarding Integrated Pest Control methods in 50% of San Diego's 42 primary and secondary local school districts.
- Conducted community-based nutrition education programs to improve health, nutritional status, and economic self-sufficiency for over 1,700 low-income families. Trained 271 teachers who provided nutrition education to over 10,000 San Diegans.
- Taught 3,150 low-income, 9 to 11 year-old children and over 17,400 students about fruit and vegetable consumption and physical activity for a healthy life.



Strategic Initiative – The Environment

- Developed streamlined procedures for operators of over 1300 diesel engines to submit compliance plans required by the State, and to update affected engine permits.
- Evaluated additional emission controls for solvent uses; developing recommendations.
- Continued to protect groundwater resources by ensuring 62 non-compliant tank sites were brought into compliance, exceeding the target goal of 50.
- Secured a consultant and initiated the Environmental Impact Report/Study (EIR/EIS) for the North County MSCP Subarea Plan. The EIR/EIS was delayed due to negotiations with owners.
- Completed and presented the 2004 MSCP Annual Report to the Board of Supervisors and the public.
- Continued to improve watershed protection and stormwater quality through regional leadership, partnering with stakeholders to submit grants, assessing program effectiveness, and conducting inspections of construction projects.
- Continued systematic culvert, drainage channel, and road cleaning program to keep debris out of rivers, bays, and the ocean – preventing over 42,000 cubic yards of debris from entering County waterways
- Initiated closure of San Marcos Landfill: Construction started September 2004, with completion anticipated in 2006.
- Installed wildlife under-crossings as part of Valley Center Road improvement project, and have plans for wildlife crossings related to the Wildcat Canyon Road improvement projects.
- Acquired 735 acres of park and/or preserve land by leveraging federal, State, and private funding with General Purpose Revenue appropriations.
- Obtained Board of Supervisors approval for the County Trails Master Plan.
- Promoted clean surface and ground water by 1) developing and distributing a Water Quality Best Management Practices information guide to 3,500 agricultural businesses, 2) developing and distributing a Water Quality informational brochure for equestrian facilities, 3) providing six educational presentations to agricultural businesses and associations, and 4) conducting evaluations of 750 Restricted Materials Permit applications at a level equivalent to a California Environmental Quality Act (CEQA) Environmental Impact Report.
- Applied control measures (chemical, manual removal, biological control by goats) to seven newly discovered infestations of invasive/exotic (non-native) weeds such as Perennial Peppergrass, Yellow star thistle and Purple star thistle. Complete eradication will be a multi-year effort, consisting of applied control measures followed by three years of negative survey results, following State protocols.
- Compiled data from throughout the western United States on wildfire mitigation practices and their costs, impacts, and maintenance; post-fire or post-disturbance (removal of dead trees) restoration practices, their costs, and impacts. Received funding from the California Department of Food and Agriculture, to create a brochure on fire and invasive plants.
- Identified grant priorities for LUEG programs and sought new grants and external funding sources to augment funding and promote Countywide coordination for wildfire recovery and prevention efforts. Year to date, 76 grant proposals have been submitted for a total of \$23.3 million, and received awards for 48 proposals, for a total of \$12.7 million.



Strategic Initiative – Safe and Livable Communities

- Obtained State and federal reimbursement of costs resulting from Firestorm 2003. Sought reimbursement of private property debris removal costs from the Federal Emergency Management Agency (FEMA), an effort that is continuing.
- Developed grant proposals to help fund removal of dead and dying trees from County rights-of-way in cooperation with the Forest Area Safety Taskforce (FAST) to protect evacuation corridors; received \$7.8 million grant, and removed 5,737 trees.
- Continued to rebuild and reopen fire-damaged parks and preserves, including Sycamore Canyon/Goodan Ranch, Simon, Mount Gower, and Hellhole Canyon Open Space Preserves.
- Completed surveys on 4,472 parcels over a total of 20,066 acres in 19 of 20 of the County managed projects and to date 175,836 trees have been marked for removal; Developed an in-house application, to collect and manage field survey data, which has proven to be invaluable to Project Managers and enabled production of a total of 276 maps, including project area development maps, field survey maps, field archaeology and biology survey maps, and bid project maps.
- Used new assessment tools to prioritize industrial sources of toxic air contaminants for comprehensive public health risk assessments.
- Implemented innovative food safety interventions, including a food establishment inspection report, outreach workshops, consultative inspections, and educational materials, which resulted in the reduction of the occurrence of risk factor violations in regulated food facilities by 38.8% (average of 7.66 violations per 1,000).
- Conducted two outreach workshops for plating shops within mixed-use zoning as a high priority for education, compliance and enforcement. Inspections of these facilities are in progress.
- Conducted extensive outreach for West Nile virus by distributing over 80,000 educational brochures and 375 CTN created videos, plus translated the video into Spanish for distribution in 2005.
- Initiated construction of improvements on Mission Road Phase 2 in Fallbrook, Los Coches Road Phase II, Valley Center Road North, San Marcos Landfill Closure, Bonita Street in Casa de Oro, and many other sidewalk and drainage improvements, landfill, wastewater, and traffic signal projects.
- Completed approximately \$7.6 million in capital projects to acquire, improve, and/or expand park facilities.
- Supported Homeland Security initiative for a safe food supply by inspecting approximately 3,500 incoming shipments of plant materials, monitoring the environment for infectious plant and animal disease agents, and participating in intergovernmental animal disease early warning systems.
- Developed outreach material on the exotic plant disease Sudden Oak death and conducted a workshop for 25 nursery producers.
- Worked with growers to minimize runoff from agricultural properties in fire-damaged areas focusing on reducing sediment and nutrient runoff under normal production practices.

Required Discipline – Customer Satisfaction

- Improved customer service delivery by successfully implementing a consistent Email Shopping Program.
- Improved basic and advanced customer service training and expanded implementation within each of the County's five business groups.



- Led the Countywide Customer Service Leadership Committee in developing and implementing service improvements.
- Completed enhancements to the Building Division's customer queuing system, Q-Matic, at the Ruffin Road Annex. The enhancements allow our customers to be served at several counters at once, thus reducing overall application filing and wait times. This improves the customer appointment process and reporting capabilities.
- Responded to 100% of traffic calming requests: responded to more than 200 traffic service requests and conducted more than 10 traffic calming field reviews in response to citizen requests.
- Provided over 28,000 lunches to seniors at Fallbrook, Lakeside, and Spring Valley community centers.

2005-07 Objectives

Strategic Initiative – Kids

- Provide a variety of educational programs to school-aged children such as: an interactive children's garden, an annual insect fair, and information on natural resource preservation, healthy nutrition, safe food handling practices, and hazardous waste reduction.
- Enhance safety for children through efforts to decrease school bus diesel emissions and make sidewalk, bicycle, and equestrian pathway improvements.
- Continue to coordinate the Land Use grant process to seek funding for County parks and playgrounds.
- Continue to coordinate the student worker program within Land Use departments.

Strategic Initiative – The Environment

- Continue to manage the County of San Diego Multiple Species Conservation Program (MSCP).

- Manage legislative revision proposals for the Group. Develop proposed legislation to promote and preserve the environment.
- Manage the County of San Diego Geographic Information Source (SanGIS) Office.
- Continue to coordinate and manage the Wednesday Land Use Board Agenda and meetings.

Strategic Initiative – Safe and Livable Communities

- Continue to provide coordination of the Countywide Fuels Reduction Program with the goal to complete cutting of 100% of currently identified trees by June 2006.
- Continue to promote and assist small businesses with a variety of pollution prevention efforts.
- Coordinate the Land Use Groupwide fire recovery effort.
- Continue to manage the County of San Diego Stormwater Program.
- Continue to ensure air, food and water safety through inspection and compliance efforts.

Required Discipline – Fiscal Stability

- Continue to manage Groupwide fiscal operations to the 5-Year Financial Forecast focusing on containing General Purpose Revenue and staff year growth.
- Continue to coordinate the County's Strategic Planning Support Team and Performance Management Focus Group.
- Monitor and control the LUEG Group budget and prepare quarterly reports to the CAO.

Required Discipline – Customer Satisfaction

- Continue to manage the County of San Diego Customer Service Program and prepare annual reports on Countywide customer satisfaction.



Required Discipline – Regional Leadership

- Continue to promote cooperative relationships between local tribes and the County by providing the tribal liaison function.

Required Discipline – Information Management

- Manage and coordinate the LUEG Group effort to reengineer Land Development Permitting Process to improve cycle times and reduce bottom line aggregated costs.
- Coordinate Groupwide Information Technology systems and application implementation.

Executive Office Changes from 2004-05 Adopted

Staffing

Proposed addition of 1.00 staff year to continue LUEG executive sponsorship of the Countywide efforts of the General Management System, Strategic Planning, and Performance Management.

Expenditures

Expenditures are proposed to decrease by a net \$1.8 million.

- Proposed increase of \$0.02 million in Salaries and Benefits due to additional staff year and negotiated labor agreements.
- Proposed increase of \$0.3 million in Services and Supplies, for the San Dieguito River Valley membership offset by increased General Revenue Allocation.
- Proposed decrease of \$2.1 million in Management Reserves – may budget these funds during the change letter process.

Revenues

Revenues are proposed to decrease by a net \$1.8 million.

- Proposed decrease of \$2.0 million in Fund Balance – awaiting third quarter results for availability for one-time Group expenses.
- Proposed increase of \$0.2 million General Revenue Allocation to fund the San Dieguito River Valley membership.



Land Use and Environment Group Summary/Executive Office

Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Land Use and Environment Group	16.00	17.00	6.25	17.00	0.00
San Diego Geographic Information Source (SanGIS)	5.00	5.00	0.00	5.00	0.00
Agriculture, Weights and Measures	135.50	139.50	2.95	139.50	0.00
Air Pollution Control District	147.00	147.00	0.00	147.00	0.00
Environmental Health	270.00	270.00	0.00	270.00	0.00
Farm and Home Advisor	7.50	7.50	0.00	7.50	0.00
Parks and Recreation	162.00	162.00	0.00	162.00	0.00
Planning and Land Use	221.00	221.00	0.00	221.00	0.00
Public Works	528.00	523.00	(0.95)	523.00	0.00
Total	1,492.00	1,492.00	0.00	1,492.00	0.00

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Land Use and Environment Group	\$ 5,625,592	\$ 3,833,373	(31.86)	\$ 3,888,405	1.44
San Diego Geographic Information Source (SanGIS)	689,334	720,142	4.47	747,389	3.78
Agriculture, Weights and Measures	12,038,001	13,746,988	14.20	13,784,868	0.28
Air Pollution Control District	22,477,834	23,790,751	5.84	24,584,595	3.34
Environmental Health	30,053,095	31,093,228	3.46	31,910,907	2.63
Farm and Home Advisor	1,004,785	692,979	(31.03)	702,422	1.36
Parks and Recreation	24,986,148	21,685,514	(13.21)	21,741,761	0.26
Planning and Land Use	40,095,486	35,118,981	(12.41)	36,060,765	2.68
Public Works	187,807,913	171,170,852	(8.86)	179,627,215	4.94
Total	\$ 324,778,188	\$ 301,852,808	(7.06)	\$ 313,048,327	3.71



Land Use and Environment Group Summary/Executive Office

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Land Use and Environment Executive Office	16.00	17.00	6.25	17.00	0.00
Total	16.00	17.00	6.25	17.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Land Use and Environment Executive Office	\$ 5,625,592	\$ 3,833,373	(31.86)	\$ 3,888,405	1.44
Total	\$ 5,625,592	\$ 3,833,373	(31.86)	\$ 3,888,405	1.44

Budget by Categories of Expenditures

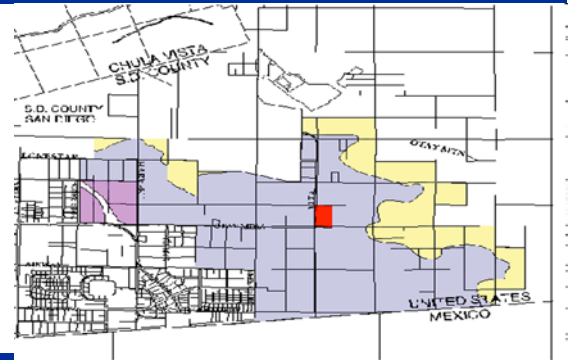
	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 2,457,690	\$ 2,478,673	0.85	\$ 2,533,705	2.22
Services & Supplies	726,293	1,013,091	39.49	1,013,091	0.00
Management Reserves	2,441,609	341,609	(86.01)	341,609	0.00
Total	\$ 5,625,592	\$ 3,833,373	(31.86)	\$ 3,888,405	1.44

Budget by Categories of Revenue

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	2,000,000	—	(100.00)	—	0.00
Miscellaneous Revenues	27,306	27,306	0.00	27,306	0.00
General Revenue Allocation	3,598,286	3,806,067	5.77	3,861,099	1.45
Total	\$ 5,625,592	\$ 3,833,373	(31.86)	\$ 3,888,405	1.44



San Diego Geographic Information Source (SanGIS)



Department Description

SanGIS was created in July 1997 as a Joint Powers Agreement (JPA) between the County and the City of San Diego. After 13 years of working together to develop a fully integrated Geographic Information System (GIS) in the Regional Urban Information System (RUIS) Project, the County and the City chose to formalize the GIS partnership by creating the SanGIS JPA. SanGIS focuses on ensuring that geographic data is maintained and accessible. The JPA allows SanGIS to enter into data sharing agreements and market data while providing public services more efficiently and at less cost.

Mission Statement

To maintain and promote the use of a regional geographic data warehouse for the San Diego area and to facilitate the development of shared geographic data and automated systems that use that data.

2004-05 Accomplishments

Strategic Initiative – Kids

- Provided mapping resources to students through SanGIS website, Map Gallery and interactive mapping capability.
- Created 54 maps for student projects.
- Provided 130 students computer access for creation of mapping projects.
- Updated GIS map layers of all schools, parks and libraries in the County.
- Provided GIS data utilized to create Health and Human Services (HHSA) Child Welfare Resource Locator.
- Created demographic GIS layers utilized by regional children's health agencies.

Strategic Initiative – The Environment

- Provided updated true color imagery to all County departments, which significantly improved quality of maps produced for the public.
- Acquired updated color infrared imagery of County for improved analysis of land utilization and habitat preservation.
- Provided GIS data to support the County Survey Records System.
- Updated GIS layers locating hazardous materials and contamination sites in the County.

Strategic Initiative – Safe and Livable Communities

- Provided updated road address data to cities and County emergency responders and public safety agencies, which significantly improved responder capabilities.
- Added 11 environmental data layers to the SanGIS Data Warehouse for use by federal, State and regional environmental agencies.
- Created GIS layer locating addresses of all County business sites.
- Created CDs containing essential County GIS data layers for use by County and City Emergency Operations Centers.



2005-07 Objectives

Strategic Initiative – Kids

- Provide GIS data and interactive mapping capability to students through the SanGIS website and computers available for student research at SanGIS offices.
- Conduct GIS training presentations in 7 local schools.
- Provide GIS data to update the Health and Human Services Agency (HHSA) Child Welfare Resource Locator and Community Data Portal.
- Update GIS map layers of all schools, parks and libraries in the County.

Strategic Initiative – The Environment

- Continue to update GIS layer locating hazardous materials and contamination sites in the County.
- Continue to maintain and add environmental GIS data layers to the SanGIS data warehouse.

Strategic Initiative – Safe and Livable Communities

- Provide GIS data to support the Office of Emergency Services and the emergency response software programs.
- Provide GIS data to support development of the County Business Continuity Program.
- Provide updated road address data to both cities and County emergency responders and public safety agencies.

Changes from 2004-05 Adopted

Staffing

There are no proposed staffing changes.

Expenditure

Proposed expenditure increases of \$30,808 are due to increases in negotiated salary and benefit agreements.

Revenue

Proposed revenue increases of \$30,808 are due to increased revenue reimbursements.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Data subscription licenses	60	60	60	60
Revenue from data subscriptions	\$300,000	\$300,000	\$300,000	\$300,000
Revenue from storefront sales	\$60,000	\$60,000	\$60,000	\$60,000
Revenue from Internet sales	\$90,000	\$90,000	\$90,000	\$90,000
Maps/services provided to County departments	120	120	120	120



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
San Diego Geographic Information Source (SanGIS)	5.00	5.00	0.00	5.00	0.00
Total	5.00	5.00	0.00	5.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
San Diego Geographic Information Source (SanGIS)	\$ 689,334	\$ 720,142	4.47	\$ 747,389	3.78
Total	\$ 689,334	\$ 720,142	4.47	\$ 747,389	3.78

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 393,104	\$ 423,912	7.84	\$ 451,159	6.43
Services & Supplies	296,230	296,230	0.00	296,230	0.00
Total	\$ 689,334	\$ 720,142	4.47	\$ 747,389	3.78

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Intergovernmental Revenues	393,104	423,912	7.84	451,159	6.43
General Revenue Allocation	296,230	296,230	0.00	296,230	0.00
Total	\$ 689,334	\$ 720,142	4.47	\$ 747,389	3.78

Agriculture Weights & Measures



Department Description

The Department of Agriculture, Weights and Measures is part of a statewide network of County Agricultural Commissioners and Sealers of Weights and Measures created by the State legislature in the late 1800s. In addition to the traditional function of enforcing laws and regulations pertaining to pesticide use, exclusion of exotic pests, and equity in the marketplace, the department's focus has been expanded dramatically. Other activities, such as endangered species conservation, certification of farmers' markets and organic farming, as well as wildlife management and veterinary pathology services, are offered in an effort to meet the needs of our diverse community.

Mission Statement

Promote the sustainability of agriculture while protecting the environment and ensuring the health and safety of all citizens. Ensure equity in the marketplace by promoting awareness of laws and regulations and by enforcing them fairly and equally.

2004-05 Accomplishments

Strategic Initiative – Kids

- Sponsored 7th annual Insect Fair and assisted in the continuing development of an interactive children's garden at Quail Botanical Gardens.
- Assisted school districts in complying with the Healthy Schools Act by conducting inspections and providing information regarding Integrated Pest Control methods in 50% of San Diego's 42 primary and secondary local school districts.
- Provided information and encouraged educational pursuits by County science students by: sponsoring two internships for undergraduate students interested in veterinary medicine and comparative pathology; serving as a judge at the Greater San Diego Science Fair; lecturing at San Diego State University (SDSU) and Western University of Health Sciences; and, providing

tours of the Animal Disease Diagnostic Laboratory to 4-H chapters, registered veterinary technician classes, and others.

Strategic Initiative – The Environment

- Promoted clean surface and ground water by: developing and distributing a Water Quality Best Management Practices information guide to 3,500 agricultural businesses; developing and distributing a Water Quality informational brochure for equestrian facilities; providing six educational presentations to agricultural-type businesses and associations; and, conducting evaluations of 750 Restricted Materials Permit applications at a level equivalent to a California Environmental Quality Act (CEQA) Environmental Impact Report.
- Obtained new pest exclusion funding to develop and implement an inspection program to ensure local nursery shipments are free from Sudden Oak Death disease. Efforts are underway to obtain funding for local Avocado Lace Bug response and containment activities.
- Applied control measures (chemical, manual removal, and biological control by goats) to seven newly discovered infestations of invasive/exotic (non-native) weeds, such as Perennial Peppergrass, Yellow star thistle and Purple star thistle. Complete eradication will be a



multi-year effort, consisting of applied control measures followed by three years of negative survey results, as per State protocols.

Strategic Initiative – Safe and Livable Communities

- Assisted consumers in making informed retail purchase choices by implementing other enforcement actions in addition to existing postings of scanner violations. Violations are posted following final local adjudication of administrative, criminal or civil penalties.
- Supported Homeland Security initiative for a safe food supply by: inspecting approximately 3,500 incoming shipments of plant materials; monitoring the environment for infectious plant and animal disease agents; and, participating in intergovernmental animal disease early warning systems.
- Participated in five community health fairs to share information on the safe and effective use of pesticides, with outreach to approximately 600 people. Staff provided information on the safe use and storage of pesticides in the home and on the farm.

2005-07 Objectives

Strategic Initiative – Kids

- Continue volunteer assistance to Seeds of Wonder children's educational project at Quail Botanical Gardens.
- Assist school districts in complying with the Healthy Schools Act by conducting inspections and providing information regarding Integrated Pest Control methods in at least 50% of San Diego's 42 primary and secondary local school districts.

Strategic Initiative – The Environment

- Complete at least 90% of Pest Detection trap inspections within the intervals specified in the California Department of Food and Agriculture Trapping Guidelines.

- Successfully identify 100% of significant exotic pests from viable submissions from public (residences, landscaping professionals, nurseries, gardens, and farms), surveys, and pest detection traps.
- Eradicate all infestations of exotic pests where there is a feasible treatment option; or control the infestation where there is no feasible treatment option or, where the infestation is too large, contain.
- Work with other agencies to prevent further contamination by pesticides in County streams and wells through education and inspections.
- Continue to prevent illegal residues on San Diego County-grown produce, based on California Department of Pesticide Regulation's residue sampling program.
- Maintain or exceed statewide standards of safety compliance for people working with pesticides.

Strategic Initiative – Safe and Livable Communities

- Hold quarterly meetings with the County Veterinarian and cooperating agencies regarding disease surveillance and public health threats for prevention and mitigation of communicable diseases affecting animal and human health.
- Ensure 100% of Animal Disease Diagnostic Laboratory veterinary pathologists attend annual training in diagnosis and bio-security.
- Maintain or exceed 85% compliance with Consumer Awareness posting requirements through inspections of locations using price scanners.
- Achieve at least 90% regulatory compliance in inspected commercial Weighing and Measuring Devices in the County.



- Increase public awareness and reporting of overcharges and discrepancies by participating in the annual Better Business Bureau Consumer Expo and by listing businesses who fail to comply on the department website, updated quarterly.
- Achieve at least 80% compliance with standards for egg cleanliness, size, and grade by wholesalers and local producers.
- Achieve at least 80% compliance with standards for agricultural commodities sold at Certified Farmers' Markets.

Changes from 2004-05 Adopted

Staffing

Proposed net increase of 4.00 staff years, which includes:

- Addition of 5.00 staff years (4.00 staff years transferred from Department of Public Works) for the Sudden Oak Death contract with the State (federally funded through the State);
- Reduction of 1.00 staff year to partially offset a \$0.1 million reduction in State contract revenue for the High Risk Pest Exclusion Program; and,
- Reduction of two half-time positions and the addition of one full-time position in the Animal Disease Diagnostic Laboratory to ensure participation in the development of bioterrorism and other disaster preparedness, response, and recovery plans.

Expenditures

Proposed net increase of \$1.7 million due primarily to:

- Increase of \$1.4 million associated with the increase in staffing related to the Sudden Oak Death contract and negotiated labor agreements;
- Increase of \$0.2 million in Services and Supplies tied to Internal Service Funds; and,
- Increase of \$0.07 million for replacement Capital Assets Equipment.

Revenues

Proposed net increase in revenues of \$1.7 million due primarily to:

- Increase of \$0.3 million in Licenses Permits and Franchises due to proposed State legislation to increase Weights & Measure device registration location fees;
- Increase of \$1.5 million in Intergovernmental Revenues due primarily to the Sudden Oak Death State revenue contract and projected increase in Unclaimed Gas Tax subvention;
- Decrease of approximately \$0.1 million in Charges for Current Services and Miscellaneous Revenue due primarily to less stormwater fee revenue earned than originally estimated;
- Decrease of \$0.7 million in Fund Balance due to discontinuance of Fiscal Year 200405 one-time costs; and,
- Increase of \$0.7 million in General Revenue Allocation due to increased costs in critical programs.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Eradicate, contain, or control new exotic pests, including insects, plant diseases, nematodes and weeds before they exceed one square mile* Laboratory confirmations	N/A	N/A	150	150
Number of eradication, control or containment actions less than one square mile	N/A	N/A	150	150
Identify 100% of diseases affecting public health and animal health from readable samples that are submitted to the County Veterinarian *	N/A	N/A	100%	100%
Maintain public confidence that they are "getting what they are paying for" in commercial weighing and measuring devices by maintaining a compliance level that meets or exceeds the statewide levels*	N/A	N/A	90%	90%
Ensure consumer protection by verifying the quality and truth in labeling of agricultural products such as eggs, farmers' markets and certified organic produce at a minimum 80% compliance level*	N/A	N/A	80%	80%
Protect people working with or around pesticides in both urban and agricultural settings, and ensure that San Diego County-grown produce is free of illegal pesticide residues when marketed*				
Illegal residues found on produce in San Diego County	N/A	N/A	0	0
Meet or exceed State guidelines for pesticide worker-safety compliance	N/A	N/A	80%	80%



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Complete 100% of High Risk Pest Exclusion facility visits/inspections as per CDFA ¹ contract**	1,964	1,964	N/A	N/A
Complete servicing of Pest Detection traps as per CDFA contract**	230,480	229,560	N/A	N/A
Complete 100% of Pesticide Inspections specified in contractual Negotiated Work Plan with Calif. Dept. of Pesticide Regulation**	1,400	1,400	N/A	N/A
Complete stringent evaluations of applications for Restricted Material Pesticide Use Permits to protect public health and ensure safe use**	1,000	750 ²	N/A	N/A
Complete 100% of Weighing and Measuring Device Inspections sufficient to maintain statutorily mandated frequencies**	36,000	35,180	N/A	N/A

*New measures effective Fiscal Year 2005-06 to better reflect current strategic priorities.

**These measures will not be reported in future Operational Plans as the department continues to replace measures with ones that are outcome oriented.

¹ California Department of Food and Agriculture (CDFA).

² Restricted Materials Permits (CEQA-equivalency evaluations) are prompted by grower request. Reduced number year-to-date and expected for yearend is due to a reduction in treatments required for commodities to meet quarantine restrictions, as quarantine was lifted in late 2003.



Agriculture Weights & Measures

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Agriculture, Weights and Measures	135.50	139.50	2.95	139.50	0.00
Total	135.50	139.50	2.95	139.50	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Agriculture, Weights and Measures	11,998,501	13,699,988	14.18	13,737,868	0.28
Fish and Wildlife Fund	39,500	47,000	18.99	47,000	0.00
Total	\$ 12,038,001	\$ 13,746,988	14.20	\$ 13,784,868	0.28

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 9,650,327	\$ 11,081,539	14.83	\$ 11,275,394	1.75
Services & Supplies	2,352,174	2,546,468	8.26	2,466,474	(3.14)
Other Charges	35,500	43,000	21.13	43,000	0.00
Capital Assets Equipment	—	75,981	N/A	—	(100.00)
Total	\$ 12,038,001	\$ 13,746,988	14.20	\$ 13,784,868	0.28

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	773,250	30,750	(96.02)	30,750	0.00
Licenses Permits & Franchises	1,736,550	2,044,880	17.76	2,044,880	0.00
Fines, Forfeitures & Penalties	16,250	43,850	169.85	16,250	(62.94)
Intergovernmental Revenues	5,647,894	7,192,604	27.35	7,192,604	0.00
Charges For Current Services	803,500	731,200	(9.00)	731,200	0.00
Miscellaneous Revenues	80,236	54,100	(32.57)	54,100	0.00
General Revenue Allocation	2,980,321	3,649,604	22.46	3,715,084	1.79
Total	\$ 12,038,001	\$ 13,746,988	14.20	\$ 13,784,868	0.28

Air Pollution Control District



Department Description

The Air Pollution Control District (APCD) is a regional agency responsible for attaining federal and State ambient air-related public health standards and implementing associated requirements of federal and State law. The Air Pollution Control Board adopts local rules to control air pollution and long-term regional implementation plans to achieve mandated pollution reductions. The APCD implements rules and plans through permitting, business inspections, and other regulatory programs. Additionally, the APCD provides public information on air pollution matters, funds emission reduction projects, and monitors air pollution levels throughout the region. If air pollution levels become elevated, a public advisory is issued.

Mission Statement

To protect the public from the harmful effects of air pollution, achieve and maintain air quality standards, foster community involvement, and develop and implement cost-effective programs meeting State and federal mandates, considering environmental and economic impacts.

2004-05 Accomplishments

Strategic Initiative – Kids

- Allocated \$430,000 to replace four pre-1987 diesel school buses with buses using natural gas (CNG) or clean diesel.
- Allocated \$368,000 to fund 51 particulate traps on diesel school buses.
- Met with schoolteachers and distributed resources to enhance air quality education.
- Launched new Kid's web page with enhanced graphics on the department's website, with increased learning materials and improved access to air quality learning activities.

Strategic Initiative – The Environment

- Executed \$0.9 million in Carl Moyer Program contracts to reduce diesel emissions by 406.9 tons of Nitrogen Oxides (NOx) and 15.8 tons of Particulate Matter (PM).
- Continued participation in federal and State Environmental Justice Initiatives benefiting low income and minority communities disproportionately impacted by air pollution.
- Completed 100% of expanded compliance inspections in Barrio Logan and priority air contaminant source inspections throughout the County.
- Posted Gasoline Vapor Recovery Compliance Assistance documents on the department's website.
- Developed streamlined procedures for operators of over 1,300 diesel engines to submit compliance plans required by the State, and to update affected engine permits.
- Continued developing regional computer models to determine impacts of control strategies on future attainment of 8-hour ozone standard.
- Continued comprehensive very fine particulate matter (PM2.5) monitoring at multiple County locations to further attainment planning.



- Evaluated and provided recommendations on 101 candidate measures to reduce particulate emissions.
- Evaluated additional emission controls for solvent uses and began developing recommendations.

Strategic Initiative – Safe and Livable Communities

- Used new assessment tools to prioritize industrial sources of toxic air contaminants for comprehensive public health risk assessments.
- Enrolled in EnvironFlash, offered by Environmental Protection Agency (EPA), to notify requesting persons and organizations with air quality respiratory impact concerns, via e-mail or text messaging at designated air alert levels.
- Provided Compliance Training to automotive, marine, metal, and wood products coaters, diesel engine and fiberglass lay-up operators, and dry cleaners.
- Participated in developing a statewide measure to minimize high-risk toxic emissions from metal spray processes.
- Investigated and took legal action against contractors and developers to halt illegal removal and disposal of asbestos during condominium conversions and demolition activities.
- Provided training to operators of diesel engines by holding two public workshops regarding the new State diesel engine Air Toxics Control Measure.
- Investigated emission control retrofit technologies for potential use on Mexican heavy-duty diesel trucks operating in the border region.
- Utilized a portion of \$1.86 million from Palomar Energy Project mitigation fees to fund diesel particulate emission reduction projects in Escondido area.
- Researched Santa Barbara “Car Free” recreation program and discussed partnering with San Diego Association of Governments (SANDAG) on similar program.

- Suspended Lawnmower Exchange program for Fiscal Year 2004-05 due to a manufacturer product recall.
- Located an additional air-monitoring device to increase particulate air quality information for the Otay Mesa area.

2005-07 Objectives

Strategic Initiative – Kids

- Reduce air contaminants that contribute to childhood pulmonary disease, low birth weight, and asthma. To be achieved through grant allocations to reduce school bus emissions over vehicle life by 20% (16 tons).
- Coordinate three presentations of air quality education information through programs affiliated with schools or organizations like Girl Scouts or Boy Scouts.
- Develop age-appropriate curriculum on air quality for grade levels K-12 in cooperation with the California Air Pollution Control Officer’s Association (CAPCOA) project.
- Secure grant funding to replace five older school buses with newer, lower emitting school buses, and install particulate traps on 50 school buses to reduce exposure of school children to diesel engine particulate emissions.
- Implement new State requirements restricting use of stationary and portable diesel engines near schools when school activities are taking place.

Strategic Initiative – The Environment

- Reduce diesel exhaust emissions by 530 tons NO_x and 20 tons PM annually by distributing Carl Moyer Air Quality Attainment Program funding to qualified, board approved projects.
- Run 3 regional computer simulations to determine emission control strategy impacts on future air quality.
- Adopt, amend or implement 15 State regulations or APCD rules to reduce air contaminant emissions from industrial equipment.



- Complete permitting for new Miramar Energy Facility. Begin startup inspections of the new Palomar Energy Project in Escondido.
- Evaluate the Gregory Canyon landfill project for compliance with air pollution control requirements.
- Implement two new State air toxics control measures for stationary and portable diesel engines. Evaluate plans, issue permits, monitor compliance.

Strategic Initiative – Safe and Livable Communities

- Increase PM2.5 data capture by 5 percent and install a new air-monitoring device in the Otay Mesa area to more accurately estimate population exposure and forecast air quality.
- Ensure 50% of Carl Moyer Program projects are allocated in federal or State Environmental Justice areas.
- Conduct 8 compliance training events on emission reduction techniques for industries including automotive, metal parts painting, wood products coating, and marine coating operations.
- Support regional Homeland Security through continued participation in a special monitoring project.
- Require public health risk assessments for high priority sources of toxic air contaminants.
- Continue Mexican Border Project; identify candidate truck fleets for emission control technologies.

Changes from 2004-05 Adopted

Staffing

No staffing changes are proposed.

Expenditures

- Expenditures are proposed to increase by \$1.3 million due to:
- Salaries and Benefits increasing \$0.5 million for negotiated labor agreements.
- Services and Supplies increasing \$0.3 million due to increases in interdepartmental service costs.
- Capital Assets Equipment increase of \$0.1 million for additional laboratory equipment and replacement of four vehicles used by Monitoring and Compliance staff.
- Operating Transfers increase of \$0.3 million for increased administrative costs associated with vehicle registration programs.

Revenues

- Revenues are proposed to increase by \$1.3 million due in part to:
- Increase of \$0.3 million in Licenses, Permits, and Franchises from annual fee schedule increases.
- Increase of \$0.2 million for Fines, Forfeitures, and Penalties resulting from potential air pollution rule violations.
- Increase of \$0.3 million in Intergovernmental Revenues for air pollution reduction grant funding;
- Increase of \$0.2 million for Charges for Services for asbestos service revenue and other air pollution control services;
- Increase of \$0.3 million in Other Financing Sources for additional vehicle registration funding to support mobile source programs.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Regulations adopted or amended to improve Air Quality*	12	11	N/A	N/A
Permit evaluations for new and modified sources	1,600	2,673	1,600	1,600
Number of inspections of permitted and other regulated sources for compliance*	9,000	10,000	N/A	N/A
Percent of Permit customers satisfied*	95%	96%	N/A	N/A
Percentage of scheduled business inspections completed ¹	N/A	100%	100%	100%
Number of Public Complaints investigated (100% of complaints investigated)	600	508	600	600
Percent of valid Air Quality monitoring hours*	90%	94%	N/A	N/A
Number of APCD funded low polluting vehicles in use including School and transit Buses, postal vehicles, refuse trucks, shuttle vans, tractors, taxicabs ²	N/A	948	1,061	1,120
Number of APCD funded low polluting School buses (repowers, emission filter retrofits, clean-fuel replacements) in use*	550	582	N/A	N/A
Average number of days not meeting the Federal 8-hour Ozone Standard *	11	9	N/A	N/A
Average number of days meeting the federal ozone standards (3-year avg.) ³	N/A	356	355	355

* These measures will not be reported in future Operational Plans as the department continues to replace measures with ones that are outcome-oriented.

¹ New Measure effective Fiscal Year 2005-06. Indicates completion levels for inspections of air contaminant emitting equipment/facilities.

² New Measure effective Fiscal Year 2005-06. More fully reflects mobile source emission reduction program activities.

³ New Measure effective Fiscal Year 2005-06. More positively describes increases in days meeting ozones standards.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Air Pollution Control District Programs	147.00	147.00	0.00	147.00	0.00
Total	147.00	147.00	0.00	147.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Air Pollution Control District Programs	22,477,834	23,790,751	5.84	24,584,595	3.34
Total	\$ 22,477,834	\$ 23,790,751	5.84	\$ 24,584,595	3.34

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 14,198,277	\$ 14,728,701	3.74	\$ 15,226,233	3.38
Services & Supplies	3,973,613	4,307,990	8.41	4,433,392	2.91
Other Charges	33,749	59,626	76.67	61,415	3.00
Capital Assets Equipment	82,350	190,350	131.15	134,261	(29.47)
Operating Transfers Out	4,189,845	4,504,084	7.50	4,729,294	5.00
Total	\$ 22,477,834	\$ 23,790,751	5.84	\$ 24,584,595	3.34

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	1,410,395	1,458,337	3.40	1,452,927	(0.37)
Licenses Permits & Franchises	7,507,972	7,808,102	4.00	8,106,963	3.83
Fines, Forfeitures & Penalties	665,320	831,650	25.00	875,883	5.32
Revenue From Use of Money & Property	200,000	215,000	7.50	231,125	7.50
Intergovernmental Revenues	7,328,320	7,586,146	3.52	7,741,056	2.04
Charges For Current Services	1,056,983	1,209,501	14.43	1,256,077	3.85
Miscellaneous Revenues	119,000	177,925	49.52	191,270	7.50
Other Financing Sources	4,189,844	4,504,090	7.50	4,729,294	5.00
General Revenue Allocation	—	—	0.00	—	0.00
Total	\$ 22,477,834	\$ 23,790,751	5.84	\$ 24,584,595	3.34



Environmental Health



Department Description

The Department of Environmental Health (DEH) enhances quality of life by protecting public health and safeguarding environmental quality, educating the public to increase environmental awareness, and implementing and enforcing local, State, and federal environmental laws. DEH regulates the following: retail food safety; public housing; swimming pools; small drinking water systems; mobile-home parks; on-site wastewater systems; recreational water; underground storage tanks and cleanup oversight; and medical and hazardous materials waste. In addition, DEH serves as the solid waste Local Enforcement Agency, prevents disease carried by rats and mosquitoes, and ensures occupational health for County employees.

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws. Our goal is “Healthy People in Healthy Communities Free From Disease due to the Environment.”

2004-05 Accomplishments

Strategic Initiative – Kids

- Conducted four educational outreach presentations to elementary and high school children to increase awareness of hazardous materials/waste.
- To promote the reduction of risk factors in health regulated facilities, three educational outreach presentations were conducted, including a pool safety seminar co-hosted by the Southwest Chapter of the California Environmental Health Association and attended by more than 200 people.
- Revised the public pool inspection report to emphasize risk factor violations that contribute to illness, injury and/or death. The new form was presented to over 200 people during the pool seminar conducted in March 2005.

Strategic Initiative – The Environment

- Continued to protect groundwater resources by ensuring 62 non-compliant tanks sites were brought into compliance, exceeding the target goal of 50.
- Conducted four workshops to promote and assist small businesses with pollution prevention, with a continued emphasis on the automobile repair industry.
- Completed the California Environmental Quality Act (CEQA) process for a pilot program to install 100 alternative on-site wastewater disposal systems in San Diego County, however, approval from the Board of Supervisors and Regional Water Quality Control Board for expanded use of those systems was delayed because the State postponed releasing on-site wastewater systems regulations until May 2005.
- Reduced Land Use project processing review time from 24 days in Fiscal Year 2003-04 to 15 days in Fiscal Year 2004-05. Reallocated two staff within the department to consistently meet the 14-day processing time target in subsequent years.



Strategic Initiative – Safe and Livable Communities

- Trained department and biotech/biomedical industry staff and conducted two industry outreach workshops on California Environmental Protection standards. However, implementation of a pilot project under the California Environmental Protection Indicator Program (EPIC) was delayed because of difficulties in establishing the most common violations. The target of 25% reduction in the occurrence of the most common violations in this industry has been shifted from a deadline of June 30, 2005 to January 1, 2006.
- Reduced the occurrence of risk factor violations in regulated food facilities by 38.8% (average of 7.66 violations per 1,000) due to the implementation of innovative food safety interventions, including a food establishment inspection report, outreach workshops, consultative inspections, and educational materials.
- Reduced the number of abandoned and unused monitoring wells by 233 to protect the public from physical hazards and protect groundwater resources, exceeding the target goal of closing 93 for Fiscal Year 2004-05.
- Conducted two outreach workshops for plating shops within mixed-use zoning as a high priority for education, compliance and enforcement. Inspections of these facilities are in progress.
- Conducted two levels of training classes aimed at educating wholesale food warehouse operators on the implementation of model food safety risk control procedures. Additionally, a model risk control plan workbook was written, downloaded more than 1,000 times on the department's website, and printed and distributed to local wholesale food warehouses.
- Maintained an average plan review cycle time of eight working days or less for plans submitted for food facilities and public pools.
- Conducted extensive outreach for West Nile Virus by distributing over 80,000 educational brochures and 375 County Television Network (CTN) created videos, plus translated the video into Spanish for distribution.
- Conducted worksite evaluations at six high-injury worksites to promote safe work practices and reduce workers' compensation costs, exceeding the target goal of five.
- Conducted aerial applications of larvicides at 27 significant mosquito-breeding locations to reduce mosquito populations at those sites by 90%, exceeding the 80% target goal.
- Completed a ten-year process by developing flawless permit and CEQA findings, which enabled the concurrence of the California Integrated Waste Management Board and final approval by the Local Enforcement Agency for the Gregory Canyon Landfill.
- Implemented the dry weather water quality sampling program (May 1 – Sept 30) and used the Beach Act grant funding to perform water quality sampling during the wet weather season (Oct 1 – April 30).
- Implemented Phase II of the First Responder Business Plan by providing electronic information, including digital maps, to 50 local fire departments.

2005-07 Objectives

Strategic Initiative – Kids

- Provide eight educational outreach presentations to County elementary and high school children on the topics of food safety and hazardous materials/waste awareness.
- Implement interventions aimed at improving the public pool inspection program's focus on minimizing the occurrence of pool safety risk factor violations Countywide. Target: Implement one standardized public pool inspection process and one risk-based inspection form.



Strategic Initiative – The Environment

- Increase the efficiency of Land Use project processing by reducing the time it takes to review and approve layouts for septic systems. Target: 14-day average.
- Develop and implement an annual permit and compliance program for alternative on-site wastewater disposal systems based on the State regulations to be released this fiscal year.
- Perform all site and truck inspections within 60 days of the expiration of the businesses' permits to make septic tank pumping services a high priority for compliance and enforcement.
- Continue to protect groundwater resources by ensuring upgrading or closure of significantly non-compliant Underground Storage Tanks (USTs). Target: 50 significantly non-compliant tank sites are brought into compliance.
- Provide four workshops per fiscal year to small businesses that generate universal waste and are not normally regulated, in particular the automobile repair industry. Workshops will focus on various methods and mechanisms that can be undertaken to reduce hazardous and universal waste generation.
- Conduct three temporary Household Hazardous Waste or Electronic Waste events this fiscal year for the public in areas where permanent facilities are not available.
- Reduce mosquito breeding by 90% at 27 locations identified for aerial applications of larvicides.
- Maintain an average plan review cycle time of 10 working days or less for plans submitted for food facilities and public pools.
- Protect groundwater quality and ensure that Small Water Systems are providing potable water to the public by: issuing 10 of the total 30 new water supply permits for Small Water Systems that have either changed ownership, are new, or require a permit amendment by the end of each fiscal year; and, providing two workshops to assist owner/operators in their completion of the required Technical Managerial and Financial reports.
- Implement improvements to the food handler training process to increase knowledge of food safety risk factors, and improve food employee behaviors and food preparation practices. Target: Develop one (1) model risk control procedures manual for retail food establishments.
- Work with the biotech/biomedical industry to reduce regulatory non-compliance as a pilot project under the California Environmental Protection Indicator Program (EPIC). Target: 25% reduction in the occurrence of the most common violations in this industry.

Strategic Initiative – Safe and Livable Communities

- Implement the new Asbestos Policy that protects County staff and the public doing business in County buildings from asbestos exposures at worksites by providing training, technical assistance, and oversight for County departments.
- Continue with extensive West Nile Virus outreach, expanding to underserved communities and distributing the Spanish version of the CTN video.

Changes from 2004-05 Adopted**Staffing**

There are no proposed staffing changes.

Expenditures

Proposed increase in expenditures of \$1.0 million.

- Salaries and Benefits appropriations are proposed to increase by \$0.7 million as a result of negotiated labor contracts.



Environmental Health

-
- Services and Supplies are proposed to increase by \$0.3 million due to increased costs associated with service and maintenance contracts, and various routine maintenance supplies.
 - Charges for Current Services revenue is proposed to increase by \$0.9 million due to Board approved fee adjustments, contract negotiations, and new agreements.
 - Intergovernmental Revenue is proposed to increase \$0.3 million.

Revenues

Proposed net increase in revenues of \$1.0 million.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Reduce the incident rate (# violations per 1,000 inspections) of food refrigeration risk factor violations found in retail food facilities by 10% per year (from the previous year's total) ¹	90	70	63	57
Number of significant non-compliant Underground Storage Tanks brought into compliance ²	50	62	50	10
Complete review of all Land Use Projects requiring Septic Systems and Water Well permits (# projects) ³	7,000	6,490	6,200	6,200
Complete review of Septic System Layouts within an average of 14 days (# days)	14	15	14	14
Reduce mosquito larvae by 90% at 27 locations (%) ⁴	80	90	90	90
Conduct food and pool plan reviews within 10 days or less (# days) ⁵	10	8	N/A	N/A
Reduce the threat to groundwater by properly closing 30% of 1,348 abandoned monitoring wells by 2006 (# well closures) ⁶	93	233 ⁷	N/A	N/A

1 The projected number of 90 violations per 1,000 inspections for Fiscal Year 2004-05 has been recalculated down to 70 violations per 1,000 based on actual number of violations observed. Therefore, to meet the 10% reduction of violations per 1,000 inspections goal, the proposed numbers of violations per 1,000 inspections per year have also been recalculated to 63 for Fiscal Year 2005-06 and 57 for Fiscal Year 2006-07.

2 In 2001, 395 underground storage tanks (UST) were identified as being significantly out of compliance. Environmental Health set a performance goal of reducing that number in half by 2006. There are currently only 60 UST sites remaining from that original list of identified sites or 15% of the sites remaining. The department has exceeded their original performance goal. Of the remaining non-compliant 60 sites, these are considered extremely difficult sites which many will require assistance from various prosecutors. It is expected that at least 10 of the remaining 60 sites will not be able to be brought into compliance without some court action. Therefore, the performance goal of 50 for 2005-06 is a true stretch of a performance goal.

3 The number of land use projects reviewed each year is dependent upon many factors including state of economy, interest rates, availability of contractors, etc. The 7,000 project goal was a forecast based on a greater rate of economic growth and lower interest rates. This year interest rates have increased causing a slight slow down in submittals. The revised forecast is for 6,200 projects each year for the next two years.



4 90% reduction of mosquito larvae was accomplished in 2004 and thus the goal is being increased.

5 This measure will not be reported in future Operational Plans as the Department of Environmental Health moves towards measures that are outcome-oriented and better represent the County's three Strategic Initiatives.

6 This measure will be discontinued in Fiscal Year 2005-06 in order for it to be revised to focus on specific areas in the County that have beneficial water use designation and are at high risk due to depth of ground water and number of monitoring wells in a defined area.

7 Significantly more abandoned monitoring wells have been found and closed than was predicted for Fiscal Year 2004-05.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Environmental Health	270.00	270.00	0.00	270.00	0.00
Total	270.00	270.00	0.00	270.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Environmental Health	\$ 30,053,095	\$ 31,093,228	3.46	\$ 31,910,907	2.63
Total	\$ 30,053,095	\$ 31,093,228	3.46	\$ 31,910,907	2.63

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 23,729,596	\$ 24,408,234	2.86	\$ 25,116,426	2.90
Services & Supplies	6,303,499	6,664,994	5.73	6,774,481	1.64
Capital Assets Equipment	20,000	20,000	0.00	20,000	0.00
Total	\$ 30,053,095	\$ 31,093,228	3.46	\$ 31,910,907	2.63

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Licenses Permits & Franchises	16,596,817	16,769,453	1.04	17,402,295	3.77
Fines, Forfeitures & Penalties	426,195	338,647	(20.54)	352,193	4.00
Intergovernmental Revenues	1,555,580	1,646,003	5.81	1,651,974	0.36
Charges For Current Services	9,111,394	10,010,765	9.87	10,138,563	1.28
Miscellaneous Revenues	972,714	937,965	(3.57)	975,487	4.00
Other Financing Sources	1,390,395	1,390,395	0.00	1,390,395	0.00
General Revenue Allocation	—	—	0.00	—	0.00
Total	\$ 30,053,095	\$ 31,093,228	3.46	\$ 31,910,907	2.63



Farm and Home Advisor



Department Description

The Farm and Home Advisor Office conducts programs of education and applied research in a three-way partnership with the County of San Diego, University of California (UC) and United States Department of Agriculture. This brings the resources of all three together to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The Advisors are University extension professionals with expertise in Agriculture, Natural Resources, Youth Development, and Nutrition, and Family and Consumer Science.

Mission Statement

The Farm and Home Advisor/University of California Cooperative Extension brings together education and research resources of the University of California, the United States Department of Agriculture and the County in order to help individuals, families, businesses, and communities address agricultural, environmental protection, horticultural, and public health issues.

2004-05 Accomplishments

Strategic Initiative – Kids

- Hired bilingual and bicultural staff to focus on outreach into the Latino community and South County, resulting in a new community-based 4-H Club in that area. Implemented four science day camps during the summer for youth at recreation parks in the County.
- Reached 1,007 parents and 1,500 3-5 year olds with the “Off to a Good Start” program which teaches children through workshop trainings and a website about nutrition, food security, language and literacy development, and social emotional skill building for school success.
- Developed eleven youth groups to photo monitor the impacts of Firestorm 2003 on native plants at 40 sites throughout the County. Held five workshops to teach youth geospatial technologies, plant identification, and locating research data using Global Positioning Systems (GPS).
- Conducted community-based nutrition education programs to improve health, nutritional status, and economic self-sufficiency for over 1,700 low-income families. Trained 271 teachers who provided nutrition education to over 10,000 San Diego students.
- Taught 3,150 low-income, 9 to 11 year-olds and over 17,400 students about fruit and vegetable consumption and physical activity for a healthy life.
- Conducted garden-based nutrition education and technical assistance for school gardens at 19 sites throughout the County.
- Trained 123 United States Navy home childcare providers and parent groups about safe food handling practices through “Don’t Give Kids A Tummyache” workshops.
- Collaborated with community organizations to promote changes in policies that encourage healthy school environment, resulting in healthy beverage alternatives (milk, juice and water) being placed in schools throughout the County.



Strategic Initiative – The Environment

- Compiled data from throughout the western United States on wildfire mitigation practices and their costs, impacts, and maintenance; and post-fire or post-disturbance (removal of dead trees) restoration practices, their costs, and impacts.
- Held roundtable discussion with County departments on general fire information and the roles of each department in the overall fire safety program, resulting in collaboration among departments.
- Conducted eight non-toxic boat bottom paint seminars for 473 people, published results of the 3-year program on non-toxic boat bottom paints for the boating industry and government agencies, and produced an award winning documentary on bottom paint alternatives.
- Provided assistance to local agricultural producers through workshops and 80 site visits as part of the Agriculture Water Quality Research and Education Program.
- Received funding from the California Department of Food and Agriculture Fertilizer Research and Education Program to develop educational material on "Choosing an Environmentally Sound Landscape Company".
- Completed two field trials on control of invasive weeds and published and distributed 30,000 copies of "Keeping it in the Garden," a brochure about garden ornamentals that are escaping into wild areas and impacting natural ecosystems in San Diego County.
- Received funding from the California Department of Food and Agriculture, to create a brochure on fire and invasive plants.

Strategic Initiative – Safe and Livable Communities

- Worked with local government agencies to develop Integrated Pest Management plans for homeowners to reduce pesticide runoff into riparian and wetland areas. Received funding and began developing outreach materials.
- Conducted three workshops for 220 participants on Best Management Strategies to deal with wildlife pests in agricultural crops, parks, and landscaped areas.
- Received plant material and began field trials to evaluate commercial applicability of the organ pipe cacti, pitahayas for San Diego County.
- Developed outreach material and conducted a workshop on the exotic plant disease Sudden Oak Death for 25 nursery producers.
- Presented three workshops on pest management for organic agricultural producers.
- Worked with growers to minimize runoff from agricultural properties in fire-damaged areas focusing on reducing sediment and nutrient runoff under normal production practices.
- Presented four workshops (one in Spanish) on legal rights, risk management and labor supervision.
- Demonstrated three blueberry varieties that can be grown in San Diego County for early harvest before commercial farms in the Northwest begin harvest.
- Conducted broad nutrition outreach programs at local health fairs and parent education programs.
- Lead implementation of the "San Diego Saves" Campaign to encourage consumers to "save for their future" and "build wealth, not debt."
- Received funding and in process of drafting the "Adult Financial Caregiver Guide" for adult children assisting an elderly or infirm parent with financial management and decision-making.



- Collaborated with the County Food Stamp Program to increase program awareness and participation among eligible populations by distributing information to over 600 low-income families that attend nutrition classes.
- Promoted and provided information about the Earned Income Tax Credit (EITC) to over 1,600 participants in our nutrition education programs for low-income families.

2005-07 Objectives

Strategic Initiative – Kids

- Develop a Countywide initiative for youth/adult partnerships that builds civic engagement and volunteerism with youth. Develop and implement four workshops for 250 youth and conduct three educational workshops for 350 current and potential volunteers.
- Hold five workshops to teach youth geospatial technologies, plant identification and locating research data using GPS to continue photomonitoring impacts of Firestorm 2003.
- Continue nutrition programs to improve health, nutrition, and economic self-sufficiency through education to 600 low-income families and 6,000 students from low-income families. Conduct garden-based nutrition education and technical assistance to school gardens at 10 sites throughout the County and continue the “Off to a Good Start” training program to improve school readiness to 1,000 parents of 3-5 year olds in Chula Vista, National City and San Ysidro.

Strategic Initiative – The Environment

- Conduct research and education for improving water quality and use by proper management of agricultural lands, promoting Best Management Practices for fertilizer and pesticide use, evaluating usefulness of recycled water, and testing new irrigation management strategies to improve plant health and conserve water.

- Conduct applied research and educational programs on invasive species that impact native plants and animals in our marine, urban, agricultural, and natural areas. Evaluate sources of infestations and potential control strategies and provide information and approaches to deal with these important environmental problems using workshops, demonstrations, publications and web-based applications.
- Develop and conduct outreach programs dealing with wildfires including reducing risks, recovering from fires and preparing to deal with these important environmental events. Evaluate horticultural recommendations to reduce fire risks, improve defensible space, and lessen environmental impacts of water use, and potential of non-native plant invasion into natural areas from around structures.

Strategic Initiative – Safe and Livable Communities

- Provide research-based educational programs to gardeners, homeowners and others using 200 Master Gardener volunteers, and provide educational programs to 10 school garden projects through community educators. Emphasis will be on science or gardening, plant health and vigor, proper and efficient water use, and pest management that solve problems, and making gardening and landscape maintenance a valued activity in the County.
- Develop and conduct an Integrated Pest Management education program for agricultural operations, agencies, and the general public to solve pest management problems in an efficient and environmentally acceptable manner. Emphasis will be on reducing home pesticide use, training certified pesticide applicators, dealing with new pests, and demonstrating non-pesticide pest management approaches with 75% (1,000) of program participants adopting improved pest management practices.



- Identify, research, and provide information on new crops and alternative enterprises to help farmers diversify operations and revenue sources. Conduct field days and demonstrations with over 100 local growers of blueberry and lychee/longans, and evaluate potential of pitahayas (organ pipe cactus) plantings for commercial application.
- Conduct applied research and outreach programs to improve agricultural operations, including issues of productivity, marketing, pest management, water quality, use and conservation, fertility management, diseases, and natural disasters.
- Implement: “San Diego Saves” for 2,000 low and moderate-income residents to encourage saving; a money management education program for 100 classroom teachers to help them manage their financial future; and

publish the *Adult Financial Caregiver’s Guide* to help adult-children with financial management and decision-making for elderly or infirm parents.

Changes from 2004-05 Adopted

Staffing

There are no proposed staff changes.

Expenditures

Expenditures are proposed to decrease by \$0.3 million due to the termination of the Fire Safety and Fuels Reduction Program.

Revenues

General Revenue Allocation is proposed to decrease by \$0.3 million due to the end of the Fire Safety and Fuels Reduction Program.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Staff-provided administrative assistance for projects, grants and contracts (# projects/total \$ value of projects, grants, and contracts) ¹	94 projects/ \$1,925,586	72 projects/ \$2,722,688	72 projects/ \$2,722,688	72 projects/ \$2,722,688
Staff-provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers, volunteer hours) ²	1,257 vol. 405,226 hrs	1,141 vol. 242,300 hrs	1,141 vol. 242,300 hrs	1,141 vol. 242,300 hrs
Achieve consistently high customer service ratings through mystery/phone shopper surveys (5.0 = highest rating)	4.8	4.8	4.8	4.8
Sales of University-produced County-related materials to interested parties conducted by staff (# publications/value of sales)	300 publications/ \$10,500	300 publications/ \$12,000	300 publications/ \$10,500	300 publications/ \$10,500
Decrease in number of newsletters/communications distributed via U.S. mail; corresponding increase in electronic transmittals (#/% mailed correspondence)	455,000/ 76%	455,000 76%	435,000/ 73%	435,000/ 73%

¹ Reduction in projects from Fiscal Year 2004-05 Adopted to Fiscal Year 2004-05 Estimated Actual and future Fiscal Years is due to the focus on projects with a larger scope. Increase in value from receipt of major projects due to projects with larger scope.

² Reduction in volunteer hours due to the termination of the 4-H Foundation After School programs where volunteers served as teacher assistants.

³ Publication sales increased in 2004-05 due to specific deliverables specified in the new Prism grant requiring training of Master Gardeners and nursery personnel to reduce the use of pesticides.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Farm and Home Advisor	7.50	7.50	0.00	7.50	0.00
Total	7.50	7.50	0.00	7.50	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Farm and Home Advisor	\$ 1,004,785	\$ 692,979	(31.03)	\$ 702,422	1.36
Total	\$ 1,004,785	\$ 692,979	(31.03)	\$ 702,422	1.36

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 446,502	\$ 434,244	(2.75)	\$ 453,054	4.33
Services & Supplies	558,283	258,735	(53.66)	249,368	(3.62)
Total	\$ 1,004,785	\$ 692,979	(31.03)	\$ 702,422	1.36

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
General Revenue Allocation	1,004,785	692,979	(31.03)	702,422	1.36
Total	\$ 1,004,785	\$ 692,979	(31.03)	\$ 702,422	1.36

Parks and Recreation



Department Description

The County Department of Parks and Recreation (DPR) operates nine camping parks, seven regional picnic parks, and over 30,000 acres of parkland and open space, with approximately 100 miles of trails, two historic adobes, and ten historic park sites. Additionally, the department operates 33 local parks, three community recreation centers, and two teen centers in the unincorporated areas of San Diego County. Department staff maintain the grounds and equipment at all County Parks, making them safe, clean and enjoyable.

Mission Statement

To preserve regionally significant natural and cultural resources and to provide opportunities for high quality parks and recreation experiences.

2004-05 Accomplishments

Strategic Initiative – Kids

- Built seven playgrounds at: Fallbrook (2), Felicita (2), Lake Morena (1), and San Dieguito (2) parks.
- Secured \$1.5 million in grant funding for recreational facilities, including over \$1.0 million to upgrade Spring Valley Community Center.
- Registered 5,700 pre-school and school aged children in County recreation programs.
- Started construction on new gymnasium and teen center in Spring Valley.
- Introduced five new low-cost programs for teens in Lakeside and Spring Valley.
- Supported at-risk youth through 28 mentoring programs and after-school activities.
- Obtained license for a pre-school program at the Lakeside Community Center.
- Pursued funding from the Habitat Conservation Fund to provide 10 outdoor adventure and education programs for youth at San Pasqual Academy.

- Worked with the California Department of Transportation (Caltrans) to complete construction of three ballfields at Sweetwater Regional Park as part of the State Route 125 mitigation agreement.
- Developed and implemented a new 21st Century Community Learning Center at before- and after-school programs at La Paloma Elementary School in collaboration with the Fallbrook Union Elementary School District.
- Received an award from Health and Human Services Agency Aging and Independence Services for the Intergenerational Education Mentoring Program at the Spring Valley Community Center.

Strategic Initiative – The Environment

- Acquired 500 acres of park and/or preserve land by leveraging federal, State, and private funding with General Purpose Revenue appropriations.
- Initiated biological surveys in the Multiple Species Conservation Program (MSCP) Preserve, focusing on the Iron Mountain core area.
- Obtained Board of Supervisors approval for the County Trails Master Plan.
- Planted 1,000 trees in County parks.



Parks and Recreation

- Utilized grant funding from the Habitat Conservation Fund to provide 18 different outdoor adventure trips, community service projects, and outdoor education programs serving 250 middle and high school youth.
- Implemented 22 community service projects to improve and beautify County parks and open space.
- Recruited 20 additional patrol volunteers to enhance monitoring of open space areas.
- Conducted over 150 Discovery Kit programs, which included over 7,000 student participants and attended/hosted over 50 environmental education events, exceeding goals of 5,000 and 20 respectively.
- Continued removal of exotic and/or invasive species in the Otay and Tijuana River Valleys and Ramona Grasslands.
- Conducted semi-annual emergency response training at all major park facilities.
- Provided increased convenience and information to customers by implementing the Internet camping reservation system resulting in 20% (6,400) of all camping reservations processed online.
- Commenced preparation of a master plan for the proposed San Luis Rey River Park.
- Received proposal from potential long-term master lessee for Heritage Park.
- Collaborated with community partners to provide 10 youth diversion programs.
- Organized Halloween Festivals at Fallbrook, Lakeside, and Spring Valley community centers in which over 3,000 community members participated.

Strategic Initiative – Safe and Livable Communities

- Continued to rebuild and reopen fire-damaged parks and preserves, including Sycamore Canyon/Goodan Ranch, Simon, Mount Gower, and Hellhole Canyon Open Space Preserves.
- Obtained resource agency support and implemented fire management plan at San Elijo Lagoon.
- Completed park improvements in 20 communities.
- Promoted health and wellness by offering 165 diverse programs of interest to all age groups, exceeding goal of 100.
- Provided over 28,000 lunches to seniors at Fallbrook, Lakeside, and Spring Valley community centers, exceeding goal of 20,000.
- Conducted recreational needs assessments in Fallbrook, Lakeside, and Spring Valley.
- Established a volunteer trail patrol to improve safety of new trail areas in the County Trails Master Plan.
- Managed to completion approximately \$7.6 million in capital projects to acquire, improve, and/or expand park facilities.
- Developed a Proposition 40 (The California Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act) spending plan to develop facilities that provide opportunities for healthy behaviors.
- Secured almost \$6.0 million in National Emergency Grant funds to provide labor for restoration of fire-damaged parks.

2005-07 Objectives

Strategic Initiative – Kids

- Provide increased opportunities for recreational activities by completing construction and opening of the new gymnasium and teen center in Spring Valley.
- Provide positive activities for teens by introducing a minimum of nine new low-cost programs in Fallbrook, Lakeside, and Spring Valley that model emerging teen trends.



- Provide positive support to 6,000 pre-school and school age youth through a minimum of 40 programs that include mentoring, critical after school hour opportunities, field and enrichment activities, and prevention of risky behaviors.
- Increase play opportunities for children and provide facilities for team sports by building or replacing six playgrounds and pursuing restoration of three sportsfields, two of which will be completed by Caltrans in Fall 2005 through the State Route 125 mitigation agreement.
- Conduct 200 environmental Discovery Kit programs to include 7,500 students annually.
- Promote the health and well being of seniors by providing 25,000 nutritious lunches at the Fallbrook, Lakeside, and Spring Valley community centers.
- Increase community interest-based programs by using the findings of recreational needs assessments conducted in Fallbrook, Lakeside, and Spring Valley to develop nine new programs that reflect community interests.
- Rebuild and improve park facilities destroyed in Firestorm 2003.
- Provide for future large-scale park and recreational opportunities in the North County by completing the preparation of a master plan for the proposed San Luis Rey River Park.

Strategic Initiative – The Environment

- Improve the tree canopy and provide shade by planting 800 trees in County parks.
- Beautify parks and improve trail safety by facilitating 12 volunteer workdays such as park clean-ups and trail maintenance.
- Improve recreational opportunities and environmental awareness for at-risk youth by providing 20 outdoor adventure and education programs.
- Expand parks and recreational opportunities and preserve open space by acquiring 500 acres of park and/or preserve land, leveraging federal, State, and private funding with budgeted County General Purpose Revenue.
- Contribute to the preservation of multiple species, by continuing biological surveys in MSCP Preserves.
- Expand park and recreational opportunities offered throughout the County by renovating or constructing park facilities in over 15 communities.
- Increase and improve park and recreational experiences for customers by managing to completion approximately \$6.0 million in capital projects to improve, and/or expand park facilities.
- Provide customers with the opportunity to register for recreation programs online and achieve 25% of all program registrations through this new online capability.

Changes from 2004-05 Adopted

Staffing

There are no staffing changes proposed.

Expenditures

Expenditures are proposed to decrease by a net \$3.3 million. The major changes proposed are as follows:

- Salaries and Benefits are proposed to increase by \$1.1 million as the result of negotiated salary and benefit increases as well as temporary help needed for the implementation of the County Trails Master Plan and the Spring Valley Gymnasium and Teen Center.

Strategic Initiative – Safe and Livable Communities

- Provide greater convenience to customers through the Internet Reservation System resulting in online camping reservations totaling 30% (10,000) of all camping reservations processed.



Parks and Recreation

- Services and Supplies are proposed to decrease by a net \$3.9 million. \$4.2 million is associated with a reduction in one-time funding for Firestorm 2003 and other fire fuel reduction expenditures, offset by a \$0.3 million increase due to normal cost of living increases.
- Other Charges are proposed to decrease by \$0.2 million due to a reduction in pass-through grants to other agencies.
- Capital Assets Equipment and Reserves are proposed to decrease by \$0.1 million in County Services Areas as a result of a reduction in one-time expenditures and use of fund balance.
- Operating Transfers are proposed to decrease by \$0.2 million, as reimbursements to the department from County Service Areas will occur via internal agreements.
- Miscellaneous Revenue is proposed to increase \$0.1 million due to a revenue agreement for an after school program at the Fallbrook Community Center.
- Charges for Current Services is proposed to increase \$0.4 million due to an increase in attendance at camping parks (\$0.2 million) and a change from operating transfers to internal agreements to fund work done in County Service Area parks by department staff (\$0.2 million).
- Other Financing is proposed to decrease \$0.2 million due to the change from operating transfers to internal agreements to fund work done in County Service Area parks by department staff.
- Intergovernmental Revenue is proposed to decrease \$0.7 million as a result of one-time funding that was available in grants and revenue agreements.

Revenues

Revenues are proposed to decrease by a net \$3.3 million. The major changes proposed are as follows:

- Taxes Current Property is proposed to increase \$0.1 million due to new sales and resales of houses in County Service Areas.
- Revenue from Use of Money and Property is proposed to increase \$0.2 million due to an increase in rents and leases and interest earned in County Service Area funds and Parkland Dedication Ordinance funds.
- Fund Balance is proposed to decrease by \$4.7 million associated with a reduction in one-time funding for Firestorm 2003 and other fire fuel reduction programs, as well as other one-time funding.
- General Revenue Allocation is proposed to increase by \$1.4 million to offset increases in expenditures due to normal cost of living increases as well as the implementation of the County Trails Master Plan and the new Spring Valley Gymnasium and Teen Center.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Number of Parkland acres owned and managed	39,000	40,000	40,000	40,500
Number of campsite reservations processed/ online camping reservations processed	33,000/NA	32,000/6,400	33,500/10,000	34,000/10,200
Number of Volunteers/Hours	420/115,000	400/114,000	440/120,000	440/120,000
Number of unduplicated Youth Diversion participants ¹	5,000	5,700	6,000	6,000
Number of park facilities improved or developed*	N/A	31	35	35
Number of Parkland acres owned**	33,000	32,000	N/A	N/A
Customer Satisfaction Survey**	90%	93%	N/A	N/A
Number of duplicated participants, Youth Diversion Programs** ¹	47,725	105,537	N/A	N/A

* New measures effective Fiscal Year 2005-06 to better reflect current strategic priorities.

**These measures will not be reported in future Operational Plans as the department continues to replace measures with ones that are outcome oriented.

¹ Number of unduplicated and duplicated Youth Diversion participants increased because the department had the opportunity to develop new youth programs that were not anticipated, including the 21st Century Community Learning Center after school program in Fallbrook and the licensed pre-school program at the Lakeside Community Center. In addition, the department experienced growth in existing programs due to targeted marketing and high retention rates from Fiscal Year 2003-04.



Parks and Recreation

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Parks and Recreation	159.00	159.00	0.00	159.00	0.00
Park Special Districts	3.00	3.00	0.00	3.00	0.00
Total	162.00	162.00	0.00	162.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Parks and Recreation	\$ 22,866,672	\$ 19,710,134	(13.80)	\$ 19,750,231	0.20
Park Land Dedication	72,400	67,000	(7.46)	67,000	0.00
Park Special Districts	2,047,076	1,908,380	(6.78)	1,924,530	0.85
Total	\$ 24,986,148	\$ 21,685,514	(13.21)	\$ 21,741,761	0.26

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 12,791,100	\$ 13,867,943	8.42	\$ 14,209,033	2.46
Services & Supplies	10,993,094	7,079,571	(35.60)	6,819,728	(3.67)
Other Charges	377,055	207,000	(45.10)	167,000	(19.32)
Capital Assets Equipment	119,974	69,000	(42.49)	69,000	0.00
Reserves	35,000	—	(100.00)	—	0.00
Operating Transfers Out	669,925	462,000	(31.04)	477,000	3.25
Total	\$ 24,986,148	\$ 21,685,514	(13.21)	\$ 21,741,761	0.26



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	4,780,553	120,000	(97.49)	—	(100.00)
Taxes Current Property	903,855	1,023,455	13.23	1,033,555	0.99
Taxes Other Than Current Secured	12,010	17,300	44.05	18,350	6.07
Licenses Permits & Franchises	57,400	67,000	16.72	67,000	0.00
Revenue From Use of Money & Property	587,750	796,720	35.55	796,720	0.00
Intergovernmental Revenues	825,818	163,918	(80.15)	91,918	(43.92)
Charges For Current Services	3,974,153	4,404,740	10.83	4,463,062	1.32
Miscellaneous Revenues	—	66,213	N/A	66,213	0.00
Other Financing Sources	669,925	462,000	(31.04)	462,000	0.00
General Revenue Allocation	13,174,684	14,564,168	10.55	14,742,943	1.23
Total	\$ 24,986,148	\$ 21,685,514	(13.21)	\$ 21,741,761	0.26



Planning and Land Use



Department Description

The Department of Planning and Land Use provides land use and environmental review, maintains a comprehensive general plan and zoning ordinance, issues land use and building permits, and enforces building and zoning regulations. It is also responsible for long-range planning through development and implementation of a comprehensive General Plan. Community outreach is achieved through partnerships with local Community Planning and Sponsor Groups.

Mission Statement

Maintain and protect public health, safety and well-being. Preserve and enhance the quality of life for County residents by maintaining a comprehensive general plan and zoning ordinance, implementing habitat conservation programs, ensuring regulatory conformance and performing comprehensive community outreach.

2004-05 Accomplishments

Strategic Initiative – Kids

- Updated Multiple Species Conservation Program (MSCP) Portal website on a monthly basis, and added a word search puzzle to the “Kids Corner” for the Otay River Watershed.
- Secured a vacant commercial structure to prevent unauthorized entrance. This structure is located across the street from an elementary school and presented an enticement to the children.
- Developed location criteria for commercial and industrial land use - General Plan 2020, to ensure these types of land uses are not placed near schools thus reducing risk of potential pollution sources and incompatibility with neighborhoods.

- Completed County Trails Master Plan, which establishes a mechanism for providing new access to a comprehensive trails system near new and existing residential development.
- Objective to conduct an Urban Planning Exercise at one County high school was not met due to non-receipt of Grant funding.
- Objective to hold a “Geographic Information Source (GIS) Day” event at one County middle school was not met due to critical issues related to the Fire Safety and Fuels Reduction Program. GIS staffing resources had to be reallocated.

Strategic Initiative – The Environment

- Completed Annual Report to the Regional Water Quality Board on the County of San Diego’s compliance with Regional Permit requirements for Watershed Urban Runoff Management Programs.
- Secured a consultant and initiated the Environmental Impact Report/Study (EIR/EIS) for the North County MSCP Subarea Plan. The EIR/EIS was delayed due to negotiations with owners.
- Completed and presented the 2004 MSCP Annual Report to the Board of Supervisors and the public.



- Completed the Otay River Draft Watershed Management Plan and completed three watershed management plans for the Santa Margarita, San Diego, and Tijuana Rivers.
- Completed the Ramona Vernal Pool Study funded by the Environmental Protection Agency (EPA).
- Completed work on commercial and industrial land uses and a report will be presented to the Board of Supervisors in May 2005. Public review of the entire General Plan 2020 Environmental Impact Report was delayed to allow further community input.
- Objective to complete work on seven General Plan 2020 Regional Elements was delayed to allow further community input with completion expected in Fiscal Year 2005-06.
- Implemented enforcement procedures for clearing violations. This expedites property owner compliance by allowing the owners, where possible, to restore the site to its original state, which may include replanting, reseeding, etc. rather than requiring an Administrative Permit, which changes the property use designation and typically takes longer to process.
- Completed surveys on 4,472 parcels over a total of 20,066 acres in 19 of 20 County managed projects and to date 175,836 trees have been marked for removal.
- Developed an in-house application, which collects and manages field survey data enabling project managers to produce a total of 276 maps, including project area development maps, field survey maps, field archaeology and biology survey maps, and bid project maps.
- Completed 3,000 property inspections to determine the existence of fire hazards such as weeds, brush and waste; abated 687 inoperable and abandoned vehicles; and resolved 647 illegal construction of building cases and 275 illegal accumulations of waste and junk cases.
- Implemented the following process improvements: established procedure to encourage Pre-scoping Meetings with project applicants; instituted early issue identification procedure to ensure project feasibility early in the review process; and eliminated the Planning and Environmental Review Board allowing projects to go directly to the Planning Commission.
- Provided detailed information on protecting building sites from adversely impacting stormwater quality to all our customers on an ongoing basis through the distribution of Stormwater Management Plan Forms. Objective to hold a planned workshop to educate and inform the public on State stormwater requirements for building permits was not completed.
- Provided focused stormwater training to all Building Inspection and Plans Examiner staff (28).

Strategic Initiative – Safe and Livable Communities

- Completed enhancements to the Building Division's customer queuing system, Q-Matic, at the Ruffin Road Annex. The enhancement allows our customers to be served at several counters at once, thus reducing overall customer application filing and wait times, and improves the customer appointment process and reporting capabilities.
- Continued to provide expedited permit processing for fire victims. Average wait times for fire victims was 6.9 minutes, compared to an average of 10.4 minutes for non-fire customers.

2005-07 Objectives

Strategic Initiative – Kids

- Conduct "GIS" Day event at one (1) County school. This event introduces the use of Geographic Information Source (GIS) technology to students.



Strategic Initiative – The Environment

- Complete and present the 2005 MSCP Annual Report to the Board of Supervisors and the public.
- Complete the EIR/EIS for the North County Plan and the draft East County MSCP Plan/Map by June 2006.
- Complete Annual Report to the Regional Water Quality Control Board on the compliance with Regional Permit requirements for Watershed Urban Runoff Management Programs.
- Complete General Plan 2020 Road Network planning by June 2006.

Strategic Initiative – Safe and Livable Communities

- Reduce the current backlog of 1,081 low priority enforcement cases by 50% by June 2006. Reduce the remaining backlog of low priority enforcement cases, 540, by 100% of by June 2007.
- Close 10 code enforcement cases per staff person per month 100% of the time.
- Make initial contact within 3 days of receipt of the complaint 100% of the time.
- Reduce appointment wait times at the Zoning Counter by 10%, from 10 days to 9 days of appointment request.
- Continue to provide expedited permit processing for fire victims with an average wait time goal of less than 10 minutes.

Required Discipline: Skilled, Competent Workforce

- Provide focused stormwater training to 100% of the department's Building Inspection staff, by June 2006.

Changes from 2004-05 Adopted

Staffing

There are no proposed staffing changes.

Expenditures

Overall expenditures are proposed to decrease by a net \$5.0 million. Major changes include:

- Salaries and Benefits increase of \$0.3 million due to negotiated labor agreements.
- Services and Supplies decrease of \$5.3 million due to the elimination of one-time only consultant contract monies for the Fire Safety and Fuels Reduction Program.

Revenue

Revenue decreased by a net \$5.0 million. Major changes include:

- Increase of \$1.5 million in Intergovernmental Revenues due to continued grant funding for the Fire Safety and Fuels Reduction Program.
- Decrease of \$4.2 million in Fund Balance due to reductions in one-time only funding provided by the Land Use Environment Group and other federal and State grants for Fire Safety and Fuels Reduction Program.
- Decrease of \$2.4 million in General Revenue Allocation due to reduced costs related to the continued processing of permits for victims of Firestorm 2003.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Customer Satisfaction Rating (5.0 = Excellent)	4.5	4.5	4.5	4.5
Building and Zoning Counter Wait Time (in minutes)	25	10.4 ¹	15	15
Met 10 day turnaround for Residential Plan Checks (% goal met)	60%	50% ²	60%	60%
Percent of Building Inspections completed next day	100%	100%	100%	100%
Number of Completed Building Inspections (Average 7 to 8 inspections per permit issued)**	63,000	58,492	N/A	N/A
Number of Certificates of Occupancy Issued – Final Building Permits (Verified compliance with State Health & Safety Code)**	8,000	7,664	N/A	N/A

¹ Reflects average wait times for non-fire victims only, fire victim wait times averaged 6.9 minutes.

² Goal was not met due to vacancies in the plan check function.

**These measures will not be reported in future Operational Plans as the department continues to replace measures with ones that are outcome oriented.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Support Services	17.00	17.00	0.00	17.00	0.00
Current Planning	73.00	67.00	(8.22)	67.00	0.00
Multi-Species Conservation	11.00	11.00	0.00	11.00	0.00
Building	92.00	93.00	1.09	93.00	0.00
Codes Enforcement	15.00	20.00	33.33	20.00	0.00
General Plan 2020	13.00	13.00	0.00	13.00	0.00
Total	221.00	221.00	0.00	221.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Support Services	\$ 2,216,956	\$ 2,265,078	2.17	\$ 2,304,076	1.72
Current Planning	7,535,977	7,315,938	(2.92)	7,656,643	4.66
Multi-Species Conservation	2,698,168	1,425,046	(47.18)	1,468,902	3.08
Building	23,305,743	20,762,841	(10.91)	21,212,722	2.17
Codes Enforcement	1,935,698	1,900,632	(1.81)	1,938,852	2.01
General Plan 2020	2,402,944	1,449,446	(39.68)	1,479,570	2.08
Total	\$ 40,095,486	\$ 35,118,981	(12.41)	\$ 36,060,765	2.68

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 20,168,604	\$ 20,527,133	1.78	\$ 21,488,151	4.68
Services & Supplies	19,926,882	14,591,848	(26.77)	14,572,614	(0.13)
Total	\$ 40,095,486	\$ 35,118,981	(12.41)	\$ 36,060,765	2.68



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	5,901,062	1,700,884	(71.18)	1,314,000	(22.75)
Licenses Permits & Franchises	5,405,489	5,370,171	(0.65)	6,027,052	12.23
Fines, Forfeitures & Penalties	302,714	302,714	0.00	302,714	0.00
Intergovernmental Revenues	9,410,000	10,880,000	15.62	10,882,408	0.02
Charges For Current Services	9,570,363	9,758,981	1.97	11,278,286	15.57
General Revenue Allocation	9,505,858	7,106,231	(25.24)	6,256,305	(11.96)
Total	\$ 40,095,486	\$ 35,118,981	(12.41)	\$ 36,060,765	2.68

Public Works



Department Description

The Department of Public Works (DPW) is responsible for: maintenance and improvement of County maintained roads; traffic engineering; land development engineering and review; construction inspection and materials testing; design engineering and construction project management; surveying and map processing; mapping and cartographic services; watershed quality and flood protection activities; environmental support; airport operations, maintenance, and lease management; transportation studies; recycling and solid waste planning; inactive landfill maintenance and engineering; wastewater operations and maintenance services; and management of special districts.

Mission Statement

Preserve and enhance public safety and quality of life through reliable, cost effective infrastructure (unincorporated area roads, public and private construction projects, including environmental support, airport management, watershed protection, flood control, and wastewater management).

Foster partnerships that strengthen relationships with communities and industry.

Provide quality and responsive service through highly motivated, professional, and knowledgeable staff in a safe and fair work environment.

Continually improve quality of service through optimal resource management.

2004-05 Accomplishments

Strategic Initiative – Kids

- Enhanced safety for children in low-income neighborhoods and near schools through sidewalk, bicycle, and equestrian pathway projects. Sidewalk projects included 16th Street and La Brea Street in

Ramona; Parkside Street in Lakeside; Kenwood Drive and South Barcelona Street in Spring Valley; and Pasadena Road in Fallbrook.

- Provided recycling educational materials to 200 schools in the unincorporated County. Gave 50 classroom presentations at schools, held an art contest for elementary school students with recycling theme in Spring 2005, and worked with the Farm and Home Advisor's Master Gardeners to provide compost bins for schools to create compost for use in school gardens.
- Continued support of the school pedestrian safety program at 97 schools in 21 school districts in cooperation with the California Highway Patrol.
- Assisted 10 schools in the unincorporated area to improve school zone circulation for pedestrians, bicyclists, school buses and automobiles.
- Provided four childrens' "airport tour" outreach programs at County Airports.
- Successfully obtained \$1.1 million in grants for Safe Routes to School improvements at Hanson Lane in Ramona near Ramona High School and Olive Peirce Middle School, Tavern Road in Alpine near the Joan MacQueen Middle School, and Ash/Lehner intersection in the Escondido area near Rincon Middle School.



- Nominated a promising engineering student for scholarship to the County Engineer Association of California; student was awarded \$2,000.

Strategic Initiative – The Environment

- Continued to improve watershed protection and stormwater quality through regional leadership, partnering with stakeholders to submit grants, assessing program effectiveness, and conducting inspections of construction projects.
- Continued systematic culvert, drainage channel, and road cleaning program to keep debris out of rivers, bays, and the ocean – preventing over 42,000 cubic yards of debris from entering County waterways.
- Negotiated an agreement with Santa Ysabel Tribe to mitigate off-site casino impacts; agreement serves as a model for future agreements and included unprecedented ground water mitigation, provision of law enforcement resources, and contributions to problem gambling programs.
- Supported over 30 used oil recycling centers and curbside programs that recycled more than 75,000 gallons of used oil to prevent oil from reaching waterways.
- Completed environmental review, obtained support from a majority of cities, and submitted five-year update of Countywide Integrated Waste Management Plan to the State.
- Initiated closure of San Marcos Landfill: Construction required for the closure started September 2004, with completion anticipated in 2006.
- Constructed stormwater basin at Jamacha Landfill to enhance the quality of water leaving the landfill.
- Supported Department of Planning and Land Use (DPLU) in General Plan 2020 development by providing technical review of circulation element.

- Installed wildlife under-crossings as part of Valley Center Road improvement project, and have plans for wildlife crossings related to the Wildcat Canyon Road improvement projects.

Strategic Initiative – Safe and Livable Communities

- Completed extensive flood prevention and erosion control efforts following intense rainstorms in October, January and February. Road crews removed over 19,200 cubic yards of debris from clogged drainage systems and blocked roadways. Damaged roadways were repaired and private property flooding and mudflows were reduced through the issuance of emergency construction contracts.
- Obtained State and federal reimbursement of costs resulting from Firestorm 2003. Sought reimbursement of private property debris removal costs from the Federal Emergency Management Agency (FEMA), an effort that is continuing.
- Developed grant proposals to help fund removal of dead and dying trees from County rights-of-way in cooperation with the Forest Area Safety Taskforce (FAST) to protect evacuation corridors; received \$7.8 million grant, and removed 5,737 trees.
- Initiated construction of improvements on Mission Road Phase 2 in Fallbrook; Los Coches Road Phase II, Valley Center Road North; San Marcos Landfill Closure; Bonita Street in Casa de Oro, and many other sidewalk and drainage improvements, landfill, wastewater, and traffic signal projects.
- Developed and implemented a Transportation Impact Fee program to assure that developers mitigate cumulative traffic impacts.
- Successfully assisted County Office of Emergency Services to obtain FEMA individual assistance for private property owners in response to extensive rains and flooding.



- Continued ongoing road infrastructure maintenance by resurfacing 100 miles of County roads.
- Received American Public Works Association awards for post Firestorm 2003 erosion control and debris removal programs.
- Responded to 100% of traffic calming requests: responded to more than 200 traffic service requests and conducted more than 10 traffic calming field reviews in response to citizen requests.
- Partnered with the Department of Housing and Community Development to plan and construct Community Development Block Grant (CDBG) projects.
- Installed flood-forecasting software to enhance our ability to predict flooding to guide emergency response efforts.
- Assisted in modifying the TransNet transportation 40-year funding extension plan to substantially increase the share of funding allocated to local road improvements.
- Sold surplus Road Stations 14 and 15 for \$1.25 million.

2005-07 Objectives

Strategic Initiative – Kids

- Enhance safety for at least 10 schools in the unincorporated area by analyzing, identifying and implementing school zone improvements (examples include new signage, striping, parking layout, etc.) for pedestrians, bicyclists, buses, and automobiles.
- Provide watershed protection educational materials to at least 40 schools in the unincorporated County. These presentations will teach children how they can help enhance the quality of water flowing to our creeks, estuaries, and ocean.
- Provide training and support materials for composting and recycling outreach for 50 County schools to teach practices to sustain and expand these efforts.

- Conduct at least four educational outreach programs to introduce and spark interest in aviation for school age children at County Airports.

Strategic Initiative – The Environment

- As lead Copermittee, improve watershed protection and stormwater quality throughout San Diego County in partnership with Copermittee jurisdictions, the environmental community, and regulatory agencies.
- Complete San Marcos Landfill closure and implement development plans to increase revenue for inactive landfill maintenance.
- Work with local tribes planning to expand or build new casinos, to mitigate offsite environmental impacts.
- Increase diversion from landfills through successful initiation of a mixed Construction and Demolition Program, including creating a public/private partnership to site a mixed recycling facility and bringing to the Board a policy or ordinance to increase construction recycling.
- Hold at least two community waste tire “amnesty” collection events for residents in the unincorporated area of the County.

Strategic Initiative – Safe and Livable Communities

- Construct Capital Improvement Program projects in County communities that enhance safety and improve traffic flow (12/yr), including Los Coches II in Lakeside, State Route 54/94 in Spring Valley, Kenwood Drive in Spring Valley, 14th Street at State Route 67 in Ramona, Hanson Lane Sidewalks in Ramona, Tavern Road bike paths in Alpine, Mission Road Phase II in Fallbrook, Valley Center Road North.
- Develop Capital Improvement Program for initial TransNet extension revenues.
- Complete tree removal utilizing 100% of \$7.8 million grant to provide adequate resident evacuation corridors in the event of emergencies.



Public Works

- Seek State and federal reimbursement for costs related to 2005 winter rainstorms.
- Draft a Disaster Debris Removal Plan and develop draft County ordinances to streamline future disaster relief efforts.
- Enhance County Airport planning and management through 100% completion of the Gillespie Field Airport Master Plan and implementation of two major projects identified in the McClellan Palomar Airport Layout Plan.
- Use the Department's automated pavement management system to enhance road infrastructure by identifying roads most in need of resurfacing treatments and implement the necessary treatments in road-resurfacing contracts to be awarded by the end of each Fiscal Year. (Target for 2005-06: 35 miles of roads.)
- Decrease of \$13.1 million in Services and Supplies is primarily due to the reduction of one-time costs for the Hazardous Fuels Reduction Program, a decrease in Detailed Work Program Projects due to the normal fluctuation in the volume of projects, and a reduction in other Services and Supplies to align with expected costs.
- Decrease of \$8.8 million in Other Charges is due to a reduction in projected purchases for Right of Way acquisition.
- Increase of \$3.2 million in Capital Assets/Land Acquisition is due to the normal fluctuation in the volume of capital projects.
- Decrease of \$1.1 million in Capital Assets Equipment is due to a decrease in fixed asset requests.
- Increase of \$2.1 million in Reserve/Designation Increase to establish a contingency reserve in the Road Fund for road projects.
- Decrease of \$0.3 million in Operating Transfers Out to align with expected costs.

Changes from 2004-05 Adopted

Staffing

Staff years are proposed to decrease by a net of 5.00. This includes transfers among divisions to shift resources in response to operational needs and is expected to have minimal impact on the service level provided by the department. In addition to the shifts among programs, 4.00 staff years were transferred to the Department of Agriculture, Weights, and Measures for the State Sudden Oak Death contract and 1.00 staff year was transferred to the Land Use And Environment Group Executive Office.

Expenditures

Expenditures are proposed to decrease by a net \$16.6 million.

- Net increase of \$1.4 million in Salaries and Benefits is due to negotiated labor agreements offset by the decrease of 5.00 staff years.
- \$0.1 million increase in Taxes Current Property.
- \$12.1 million decrease in Taxes Other Than Current Secured due to a decrease in TransNet funding for Detailed Work Program Projects.
- \$0.1 million net decrease in Revenue from Use of Money due to the reduction of one-time revenues in Airports and a reduction in interest earnings offset by an increase in Equipment ISF revenue and an increase in revenue for equipment depreciation.
- \$1.8 million net increase in Charges for Current Services due to increases in Sewer Services Charges, plan check field inspection revenues, and the addition of revenues from the Campo Hills Water area offset by a decrease related to changes in projects.



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- \$1.1 million decrease in Miscellaneous Revenues from various sources.
 - \$0.7 million decrease in Other Financing Sources related to long-term debt.
 - \$0.2 million decrease in Reserve/Designation Decreases in Sanitation Districts.
 - \$5.9 million decrease in Fund Balance used for one-time projects.
 - \$1.5 million increase in General Revenue allocation represents the reinstatement of General Purpose Revenue for ongoing activities including funding for the Multiple Species Conservation Program, for water and sewer treatment plants at Rancho del Campo and Descanso Detention Facility and to support watershed protection measures.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
DPW Roads/Drainage waste removal (cubic yards removed)	15,000	42,000 ¹	20,000	20,000
County roads resurfaced to maintain infrastructure (# miles of road)	100	100	35 ²	35
Construct Capital Improvement Projects in County communities that enhance safety and improve traffic flow (# of CIP projects)	12	12	12	12
Identify school zone circulation improvements for pedestrians, bicyclists, buses and automobiles (# of schools ³)	10	10	10	10
Assure erosion control measures are utilized at new construction sites (% of construction sites with erosion control measures in use)	100%	100%	100%	100%

¹ Fiscal Year 2004-05 Estimated Actual is unusually high due to winter storm activity

²The DPW pavement management system calls for more overlay treatments (as opposed to chip seals, slurry seals, etc.) in Fiscal Years 2005-07. Overlays are more expensive and involve fewer miles of roads.

³Schools that have not yet had a school zone traffic analysis.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Transportation Program	204.00	204.00	0.00	204.00	0.00
Land Development Program	102.00	102.00	0.00	102.00	0.00
Engineering Services Program	68.00	57.00	(16.18)	57.00	0.00
Solid Waste Management Program	18.00	18.00	0.00	18.00	0.00
Management Services Program	41.00	48.00	17.07	48.00	0.00
General Fund Activities Program	24.00	23.00	(4.17)	23.00	0.00
Airports Program	32.00	32.00	0.00	32.00	0.00
Wastewater Management Program	39.00	39.00	0.00	39.00	0.00
Total	528.00	523.00	(0.95)	523.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Transportation Program	\$ 26,076,689	\$ 27,662,812	6.08	\$ 27,898,783	0.85
Land Development Program	13,574,659	14,659,197	7.99	15,197,708	3.67
Engineering Services Program	41,817,223	27,987,137	(33.07)	38,573,377	37.83
Solid Waste Management Program	14,655,135	14,605,092	(0.34)	14,644,467	0.27
Management Services Program	7,531,523	10,709,234	42.19	8,891,389	(16.97)
General Fund Activities Program	15,171,184	6,865,723	(54.74)	5,781,182	(15.80)
Airports Program	12,286,752	16,370,566	33.24	13,299,308	(18.76)
Wastewater Management Program	5,253,294	5,409,499	2.97	5,481,044	1.32
Sanitation Districts	28,333,551	22,715,255	(19.83)	27,793,620	22.36
Flood Control	5,319,084	5,834,445	9.69	3,714,445	(36.34)
County Service Areas	10,444,434	10,086,891	(3.42)	10,086,891	0.00
Equipment ISF Program	7,344,385	8,265,001	12.53	8,265,001	0.00
Total	\$ 187,807,913	\$ 171,170,852	(8.86)	\$ 179,627,215	4.94



Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 49,528,137	\$ 50,887,634	2.74	\$ 52,404,689	2.98
Services & Supplies	110,962,795	97,813,132	(11.85)	103,774,725	6.09
Other Charges	13,423,496	4,569,589	(65.96)	7,314,370	60.07
Capital Assets/Land Acquisition	8,546,162	11,769,562	37.72	11,708,895	(0.52)
Capital Assets Equipment	3,957,255	2,863,975	(27.63)	2,846,175	(0.62)
Reserve/Designation Increase	—	2,137,700	N/A	446,820	(79.10)
Operating Transfers Out	1,390,068	1,129,260	(18.76)	1,131,541	0.20
Total	\$ 187,807,913	\$ 171,170,852	(8.86)	\$ 179,627,215	4.94

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Reserve/Designation Decreases	\$ 1,723,495	\$ 1,560,500	(9.46)	\$ 1,584,250	1.52
Fund Balance	22,902,883	16,982,595	(25.85)	17,412,409	2.53
Taxes Current Property	3,806,403	3,889,300	2.18	3,889,300	0.00
Taxes Other Than Current Secured	21,427,462	9,369,200	(56.27)	21,881,220	133.54
Licenses Permits & Franchises	128,036	130,250	1.73	130,250	0.00
Fines, Forfeitures & Penalties	36,011	36,011	0.00	36,011	0.00
Revenue From Use of Money & Property	15,161,633	15,099,559	(0.41)	15,099,559	0.00
Intergovernmental Revenues	58,399,944	58,387,925	(0.02)	53,688,254	(8.05)
Charges For Current Services	44,511,713	46,285,434	3.98	46,060,112	(0.49)
Miscellaneous Revenues	15,082,050	13,969,521	(7.38)	14,330,816	2.59
Other Financing Sources	1,896,420	1,221,560	(35.59)	1,223,841	0.19
General Revenue Allocation	2,731,863	4,238,997	55.17	4,291,193	1.23
Total	\$ 187,807,913	\$ 171,170,852	(8.86)	\$ 179,627,215	4.94

Community Services Group

Community Services Group

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**Community Services Group Summary &
Executive Office**
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Animal Services
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County Library
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General Services
.....

Housing & Community Development
.....

Purchasing and Contracting
.....

San Diego County Redevelopment Agency
.....

Registrar of Voters
.....

Community Services Group Summary & Executive Office



Group Description

The Community Services Group provides policy, fiscal oversight, and management direction for six departments and the County Redevelopment Agency. Four departments focus primarily on the provision of direct services to County residents: Animal Services, the County Library, Housing and Community Development, and the Registrar of Voters. Two departments, General Services and Purchasing & Contracting, provide all County departments with facilities management, major maintenance, capital improvement planning, utilities, fleet management, document management, procurement, contracting, and other administrative support services. County Redevelopment Agency projects encompass 1,275 acres in the eastern portion of the County.

Mission Statement

To provide cost effective and responsive services to our customers—the public and County departments. These services are provided with an emphasis on customer satisfaction, quality, and value.

2004-05 Accomplishments

Strategic Initiative – Kids

- Recruited 1,116 student poll workers for the November 2004 Presidential General Election.
- Provided 25 local schools with polling booths and mock voting materials.
- Provided classroom and practical hands-on training in veterinary assistance for 20 Regional Occupational Program (ROP) students who attended twice weekly sessions at the County's Kroc-Copley Animal Shelter.
- Provided a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing. Provided housing assistance subsidy to approximately 10,795 households.

- Promoted enhanced homework centers at the libraries, resulting in a 15% increased usage of the centers increasing children and teens' opportunities to succeed in school.

Strategic Initiative – The Environment

- Included two filler pages advertising environmental issues—Clean Water and West Nile Virus—in the November 2004 General Election sample ballot pamphlet.
- Refined plans for the permanent presence of Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.
- Encouraged energy efficiency in 103 units of affordable housing developed with assistance from County housing programs.
- Designed a wetlands conservation garden for the new Bonita-Sunnyside Branch Library.
- Collaborated with San Diego Gas and Electric to provide ten programs on energy conservation in Spanish and English in the library service area communities.
- Installed stormwater management improvements at the County Operations Center.



Community Services Group Summary & Executive Office

- Due to cost constraints, the Countywide recycling program was not expanded at all County facilities to include glass.
- Completed \$3.0 million worth of energy savings projects.
- Acquired 732 acres (73% of goal) for open space preservation in support of Multiple Species Conservation Program (MSCP).
- Designated a senior procurement specialist to actively support and educate departments in the proper disposal of hazardous materials and electronic waste in accordance with State and federal guidelines.

Strategic Initiative – Safe and Livable Communities

- Subsidized sterilization surgeries for about 2,500 owned pets through the spay/neuter rebate coupon program.
- Euthanized one adoptable animal out of 7,988 available animals.
- Ensured that federal assistance was directed towards building communities free of drugs and violence by screening all rental assistance applicants and participants for criminal history and sex offender registration.
- Assisted in the development of 103 safe and sanitary affordable housing units for low-income families.
- Promoted literacy and provided access to information by supplying more than 74,000 hours of service at 32 branch and two mobile libraries.
- Maximized jobs and career resources by collaborating with San Diego Workforce Partnership, Inc., in establishing a pilot One-Stop Career Center at the Spring Valley Branch Library. Establishing a second Career Center has been delayed pending opening of the Bonita-Sunnyside Branch Library.
- Increased by 72%, the materials that reflect interests of adults, teens, and children from culturally diverse communities most under-represented by the branch libraries' current collections.

- Successfully conducted the November 2004 Presidential General Election, and Special Elections for the Cities of San Diego, Santee, and Oceanside, and the Rainbow and Ramona Municipal Water Districts.

Required Discipline – Continuous Improvement

- Established a full team of animal medical professionals to begin moving the majority of sterilization surgeries in-house to reduce or eliminate wait times for adopters to take possession of their new pet.
- Continued to strengthen partnerships with the region's private shelters and rescue organizations; added 11 new organizations (10%) to our list of partners thereby increasing opportunities for more animals to be taken for placement.

Required Discipline – Essential Infrastructure

- Conducted business without interruption during the construction phase of the new \$6.6 million North County Animal Shelter on the existing site.
- Completed construction and opened the new Julian Branch Library funded by Proposition 14 (Public Library Construction) Bond Act.
- Completed construction of 65% of the new Bonita-Sunnyside Library, 60% of the Campo-Morena Village Library, and 55% of the Spring Valley Gym and Teen Center.
- Began renovation project to reconfigure the South County Animal Shelter public lobby and interior office spaces to provide a more attractive, efficient, and customer-oriented point of entry to the shelter.
- Completed \$3.1 million in capital renewal and \$7.1 million in major maintenance projects.

Required Discipline – Fiscal Stability

- Expanded the local customer base for online auctions and sealed bids through Nationwide Auctions' opening of a local auction yard to sell County surplus property.



- Achieved significant cost savings (more than \$2.5 million) for County taxpayers through use of reverse auctions for patrol vehicles, trucks, temporary services, foodstuffs for the jail system, copiers, legal publications, and dead tree removal services following the wildfires.

2005-07 Objectives

Strategic Initiative – Kids

- Increase children's safety and opportunities by:
 - Presenting dog bite prevention in schools;
 - Expanding the Student Poll Worker Program;
 - Encouraging parents' participation in Library children's literacy activities;
 - Completing the Spring Valley Gym/Teen Center;
 - Designing the San Pasqual Academy South dorm;
 - Providing housing assistance; and,
 - Expanding mentorship for youth in Rental Assistance Programs.

Strategic Initiative – The Environment

- Protect and enhance the environment by:
 - Including Project Wildlife care and rehabilitation at the North County Animal Shelter;
 - Distributing environmental information in Voter materials;
 - Promoting departments' acquisition of environmentally friendly products; reuse and recycling; and proper disposal;
 - Installing a Bonita-Sunnyside Library wetlands conservation garden;
 - Encouraging energy efficiency in affordable housing; and,
 - Supporting Parks and Recreation by acquiring additional Multiple Species Conservation Program (MSCP) land.

Strategic Initiative – Safe and Livable Communities

- Promote communities where people want to live by:

- Establishing an Animal Services disaster response team;
- Euthanizing no adoptable animals, and increasing the save rate of shelter dogs and cats;
- Successfully conducting elections, and providing the vision/hearing impaired with unassisted voting opportunities;
- Establishing a Bonita-Sunnyside Library One-Stop Career Center;
- E-mailing customer notifications when Library reserve materials are available;
- Completing construction of Edgemoor Healthcare Campus, Bonita-Sunnyside and Campo libraries, and North County Animal Shelter;
- Assisting in lower-income neighborhoods' revitalization, and development of safe and sanitary affordable housing;
- Ensuring rental assistance housing is free of drugs and violence; and,
- Briefing Fire District Association on expedited purchasing of fire/life-safety equipment.

Required Discipline – Fiscal Stability

- Promote the County's fiscal health using innovative purchasing methods to minimize acquisition costs.

Executive Office Changes from 2004-05 Adopted

Staffing

Proposed to increase by 1.00 staff year transferred from the Registrar of Voters to provide Groupwide support.

Expenditures

Expenditures are proposed to increase by \$1.2 million:

- Proposed \$0.2 million increase in Salaries & Benefits due to the addition of one staff year, and negotiated salary and benefit changes;



Community Services Group Summary & Executive Office

- Proposed \$0.1 million decrease in Services & Supplies primarily for automation expenses;
 - Proposed \$1.2 million increase in Management Reserves (\$3.8 million total) for multi-year costs of the enterprise-wide Documentum document management system, required multi-year match for a stormwater grant, and contingency against future Group needs.
 - Proposed \$0.6 million increase in Fund Balance due to increased availability of one-time resources from prudent management. \$4.0 million total Fund Balance proposed to fund Management Reserves and current-year Documentum costs;
 - Proposed \$0.5 million increase in General Revenue Allocation from increased receipt of federal revenues in Housing & Community Development to cover external overhead costs, and allocation for Salaries & Benefits increase.
- Revenues**
- Revenues are proposed to increase by \$1.2 million:

- Proposed \$0.1 million increase in Charges for Current Services reflecting the cost of management oversight of special fund departments;



Community Services Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Community Services Group Executive Office	8.00	9.00	12.50	9.00	0.00
Animal Services	119.00	119.00	0.00	119.00	0.00
County Library	287.50	290.00	0.87	295.00	1.72
General Services	325.75	325.75	0.00	325.75	0.00
Housing & Community Development	121.00	103.00	(14.88)	103.00	0.00
Purchasing and Contracting	75.00	75.00	0.00	75.00	0.00
Registrar of Voters	50.00	52.00	4.00	52.00	0.00
Total	986.25	973.75	(1.27)	978.75	0.51

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Community Services Group Executive Office	\$ 5,647,360	\$ 6,893,390	22.06	\$ 3,960,638	(42.54)
Animal Services	10,822,770	11,057,081	2.16	11,360,241	2.74
County Library	28,802,140	30,768,468	6.83	31,562,692	2.58
General Services	116,667,468	121,714,448	4.33	122,979,461	1.04
Housing & Community Development	41,073,285	35,630,575	(13.25)	36,095,102	1.30
Purchasing and Contracting	9,177,430	9,188,449	0.12	9,357,072	1.84
San Diego County Redevelopment Agency	9,720,524	7,767,686	(20.09)	6,531,522	(15.91)
Registrar of Voters	9,294,418	14,013,054	50.77	14,307,012	2.10
Total	\$ 231,205,395	\$ 237,033,151	2.52	\$ 236,153,740	(0.37)



Community Services Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Community Services Executive Office	8.00	9.00	12.50	9.00	0.00
Total	8.00	9.00	12.50	9.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Community Services Executive Office	\$ 5,647,360	\$ 6,893,390	22.06	\$ 3,960,638	(42.54)
Total	\$ 5,647,360	\$ 6,893,390	22.06	\$ 3,960,638	(42.54)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 1,095,374	\$ 1,326,584	21.11	\$ 1,423,849	7.33
Services & Supplies	1,860,744	1,717,203	(7.71)	1,888,599	9.98
Management Reserves	2,691,242	3,849,603	43.04	648,190	(83.16)
Total	\$ 5,647,360	\$ 6,893,390	22.06	\$ 3,960,638	(42.54)

Budget by Categories of Revenue

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	3,392,940	4,030,907	18.80	1,019,392	(74.71)
Charges For Current Services	288,564	364,131	26.19	364,131	0.00
General Revenue Allocation	1,965,856	2,498,352	27.09	2,577,115	3.15
Total	\$ 5,647,360	\$ 6,893,390	22.06	\$ 3,960,638	(42.54)

Animal Services



Department Description

The Department of Animal Services protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned, or lost pets each year. Nearly 30,000 animals enter the department's three shelters annually. The department provides patrol, law enforcement, sheltering, and pet adoption services to the unincorporated areas of the County, and, by contract, to the City of San Diego and five other cities in the region.

Mission Statement

Protecting the health, safety, and welfare of people and animals.

2004-05 Accomplishments

Strategic Initiative – Kids

- Provided 80 presentations on bite prevention as part of patrol officers' in-classroom visits to area schools.
- Participated in the San Diego Humane Society's grade school-age education program by providing ten on-site tours at the Kroc-Copley Animal Shelter.
- Provided classroom and practical hands-on training in veterinary assistance for 20 Regional Occupational Program (ROP) students who attended twice weekly sessions at the County's Kroc-Copley Animal Shelter.

Strategic Initiative – The Environment

- Refined plans for the permanent presence for Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.

Strategic Initiative – Safe and Livable Communities

- Conducted business without interruption during the construction phase of the new \$6.6 million North County Animal Shelter on the existing site.

- Subsidized sterilization surgeries for about 2,500 owned pets through the department's spay/neuter rebate coupon program.
- Established a foster program for medically treatable shelter animals.
- Provided protection against loss for 200 owned pets with the addition of identification microchips at department license clinics held throughout the County.

Required Discipline – Customer Satisfaction

- Achieved a customer satisfaction rating of 4.66 (of a possible 5), an all-time department high.

Required Discipline – Continuous Improvement

- Euthanized only one adoptable animal out of 7,988 available animals.
- Increased the percentage of sheltered animals either adopted or reunited with their owners to 68% for all animals and to 70% for dogs and cats.
- Established a full team of animal medical professionals to begin moving the majority of sterilization surgeries in-house to reduce or eliminate wait times for adopters to take possession of their new pet.



- Continued to strengthen partnerships with the region's private shelters and rescue organizations; added 11 new organizations (10%) to our list of partners thereby increasing opportunities for more animals to be taken for placement.

Required Discipline – Essential Infrastructure

- Began renovation project to reconfigure the South County Animal Shelter public lobby and interior office spaces to provide a more attractive, efficient, and customer-oriented point of entry to the shelter.

2005-07 Objectives

Strategic Initiative – Kids

- Provide at least 80 presentations on dog bite prevention as part of patrol officers' in-classroom visits to area schools.
- Participate in the San Diego Humane Society's grade school-age education program by continuing to provide at least ten on-site tours at the Kroc-Copley Animal Shelter.
- Develop a partnership with the Regional Occupational Program (ROP) to provide practical hands-on-training in veterinary assistance at the shelters in Bonita and Carlsbad.

Strategic Initiative – The Environment

- Establish a permanent presence for Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.

Strategic Initiative – Safe and Livable Communities

- Open the new \$6.6 million North County Animal Shelter.
- Establish a "First Response Team" of Animal Control Officers to provide specialized services during disaster situations.

- Provide at least nine presentations on dog bite prevention for local area companies such as San Diego Gas & Electric and United States Postal Service for their employees' safety.

Required Discipline – Customer Satisfaction

- Maintain or improve on the department's record Fiscal Year 2004-05 customer satisfaction rating of 4.66.

Required Discipline – Continuous Improvement

- Achieve goal of zero euthanasia of any healthy, friendly animal.
- Duplicate the department's Fiscal Year 2004-05 achievement of euthanizing no more than 15% of all animals deemed medically or behaviorally treatable.
- Improve upon the department's Fiscal Year 2004-05 overall 70% "save" rate of shelter dogs and cats through adoptions and pets reunited with their owners.
- Increase in-house sterilization surgeries to reduce or eliminate wait times for adopters to take possession of their new pet.
- Implement online dog licensing.

Required Discipline – Essential Infrastructure

- Complete reconfiguration of the South County Animal Shelter public lobby and interior office spaces to provide a more attractive, efficient, and customer-oriented point of entry to the shelter.

Changes from 2004-05 Adopted

Staffing

No change in staff years is proposed.

Expenditures

Proposes an increase in expenditures of \$0.2 million.

- Salaries and Benefits proposed increases of \$0.17 million are related to negotiated labor agreements.



- Services and Supplies proposed increases of \$0.06 million are related to medical and office supply and other operational expenses.

Revenues

Proposes an increase in revenues of \$0.2 million.

- Licenses Permits & Franchises Revenues from Animal Licenses are proposed to decrease \$0.1 million due to fewer customers after the loss of the contract with the City of Poway.
- Charges for Current Services from other government agencies are proposed to increase \$0.1 million based upon amounts calculated with the approved cost sharing methodology in six remaining contract cities.
- General Revenue Allocation is proposed to increase \$0.2 million due to increased expenditures and an increase in the County's share of total expenses as calculated with the approved cost sharing methodology due to a reduction in the number of contract cities.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Number of pets adopted ¹	12,200	12,200	N/A	N/A
Percentage of sheltered animals either adopted or reunited with owners ²	65.0%	68%	N/A	N/A
Percentage of sheltered dogs and cats either adopted or reunited with owners ²	N/A	70%	70%	71%
Percentage of on-time patrol response ³	91%	94%	94%	94%
Percentage of adoptable shelter animals euthanized	0%	0%	0%	0%
Percentage of treatable shelter animals euthanized ⁴	N/A	15%	15%	14%
Customer Satisfaction Rating (Scoring 1-5) ^{4, 5}	N/A	4.66	4.66	4.66
Number of animals spayed or neutered under the Spay-Neuter Coupon Program ^{1, 6}	3,000	2,500	N/A	N/A

¹These measures are being eliminated in favor of new measures that more accurately reflect departmental performance.

² Percentage of sheltered animals either adopted or reunited with owners is being replaced with Percentage of sheltered dogs and cats either adopted or reunited with owners to emphasize our primary focus on companion animals.

³ Patrol time response standards, varying by urgency of call, are established by contract with client cities.

⁴ These measures are new effective Fiscal Year 2004-05 to better reflect departmental performance.

⁵ Scale of 1-5, with 5 being "Excellent".

⁶ In Fiscal Year 2004-05 city participation in the Spay-Neuter Program was made optional. Lower than projected outcome reflects decreased participation by cities due to the costs involved with providing this service.

**Staffing by Program**

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Animal Services	119.00	119.00	0.00	119.00	0.00
Total	119.00	119.00	0.00	119.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Animal Services	\$ 10,822,770	\$ 11,057,081	2.16	\$ 11,360,241	2.74
Total	\$ 10,822,770	\$ 11,057,081	2.16	\$ 11,360,241	2.74

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 8,014,107	\$ 8,185,162	2.13	\$ 8,456,271	3.31
Services & Supplies	2,808,663	2,871,919	2.25	2,903,970	1.12
Total	\$ 10,822,770	\$ 11,057,081	2.16	\$ 11,360,241	2.74

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Licenses Permits & Franchises	2,220,900	2,121,900	(4.46)	2,121,900	0.00
Fines, Forfeitures & Penalties	9,000	13,000	44.44	13,000	0.00
Charges For Current Services	6,783,576	6,886,475	1.52	7,187,536	4.37
Miscellaneous Revenues	19,567	35,100	79.38	35,100	0.00
General Revenue Allocation	1,789,727	2,000,606	11.78	2,002,705	0.10
Total	\$ 10,822,770	\$ 11,057,081	2.16	\$ 11,360,241	2.74



County Library



Department Description

The County Library provides services at 32 branch libraries and two mobile libraries. Library services include: providing information in print, non-print, and online formats for lifelong learning; providing reading and literacy skills; instruction and facility access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

To provide resources to meet the informational, recreational, and cultural needs of each branch library community and to actively promote reading and lifelong learning.

2004-05 Accomplishments

Strategic Initiative – Kids

- Maximized jobs and career resources by collaborating with San Diego Workforce Partnership, Inc., in establishing a pilot One-Stop Career Center at the Spring Valley Branch Library. A One-Stop Career Center will open upon completion of the Bonita-Sunnyside Branch Library.
- Implemented the approved Library Program Services Division Strategic Plan, which responds to dynamic community needs and priorities, and positions the County Library to better serve all San Diego County residents who face diverse challenges.
- Began development of a Library Strategic Plan, consistent with the County's Strategic Initiatives and Library Program Services Division Strategic Plan, addressing staffing, hours of operation, and service priorities.

- Promoted enhanced homework centers, which resulted in a 15% increased usage of the centers and improved opportunities for children and teens to succeed in school.
- Expanded homework and research assistance in library branch locations to improve learning opportunities for children and teens.

Strategic Initiative – The Environment

- Completed landscape design of the wetlands conservation garden at the new Bonita-Sunnyside Branch Library, anticipated opening in Fall 2005.
- Collaborated with San Diego Gas & Electric to provide 10 family library programs on energy conservation in Spanish and English.

Strategic Initiative – Safe and Livable Communities

- Increased by 72% the budget, from \$67,500 to \$116,205, for materials that reflect the interests of adults, teens, and children from culturally diverse communities most under-represented by the branch libraries' current collection.
- Increased by 100%, 24 Library-sponsored programs held at community sites through collaboration among branch staff, community organizations, and the Library Program Services Division.



- Completed Americans With Disabilities Act (ADA) remodels and air conditioning upgrades in the El Cajon, San Marcos, and Vista branches.
- Completed construction and opened the new Julian Branch Library funded by Proposition 14 (the Library Bond Act).
- Began construction of a new Campo-Morena Village Branch Library; anticipated opening in Fall 2005.
- Completed construction of Pine Valley and Descanso Branch Library expansions.
- Began construction of the new Bonita-Sunnyside Branch Library; anticipated opening in Fall 2005.
- Began research and marketing efforts to the community by advertising throughout San Diego County on English and Spanish-speaking radio stations.
- Completed ergonomic analysis of all 35 work sites in the Library and began implementing recommendations.

Required Disciplines – Skilled, Competent Workforce

- Designed and implemented Supervisors' Academy in partnership with Health and Human Services Agency (HHSA).

2005-07 Objectives

Strategic Initiative – Kids

- Increase the 2004 youth summer reading enrollment of 8759 by 10% to 9625 in 2005 by involving parents and caregivers in Library-sponsored literacy activities.
- Upon Board approval, implement library cards for 300 foster children with two pilot agencies.
- Investigate developing a "Homework on Wheels" mobile unit to reach children unable to utilize in-branch homework help services.

Strategic Initiative – The Environment

- Raise awareness of environmental science in the lives of children and families through community partnerships in San Diego County by providing programs and disseminating promotional materials.
- Complete installation of wetlands conservation garden at the new Bonita-Sunnyside Branch Library by Fall 2005.

Strategic Initiative – Safe and Livable Communities

- Complete and begin implementation of the system-wide Library Strategic Plan by August 2005.
- Maximize jobs and career resources by collaborating with San Diego Workforce Partnership, Inc., in establishing a One-Stop Career Center at the new Bonita-Sunnyside Branch Library, by Fall 2005.
- Create a marketing plan that aligns with the Library's Strategic Plan and addresses community outreach.
- Reduce workplace injuries and workers' compensation costs by 5%.
- Implement reservation and timeout software on 300 public Internet computers, ensuring that customers can receive access in a fair and efficient manner.
- Provide e-mail notifications to customers when reserve materials are ready to pick up at their branch library, thereby reducing the cost of postage by 5%.
- Complete construction of the Bonita-Sunnyside and Campo-Morena Village branch libraries by Fall 2005.
- Newland Communities will begin construction of a new library. This developer-funded library will include building construction, library materials, fixtures, and furniture for the new 4S Ranch Branch Library, all at no cost to the County. Project completion Summer 2006.
- Incorporate relevant, cultural, ethnic programming as a major component of the opening festivities of new branch libraries.



- Reconfigure the El Cajon branch to utilize a “marketplace” model to provide greater self-service in a customer-friendly, bookstore-like environment.

Changes from 2004-05 Adopted

Staffing

Staffing is proposed to increase by 2.50 staff years in Fiscal Year 2005-06:

- 2.00 staff years to provide staffing for the new Bonita-Sunnyside Branch Library; and,
- 0.50 staff years to better align clerical staff functions with their classifications at Library Headquarters

Expenditures

Expenditures are proposed to increase overall by \$2.0 million:

- \$0.9 million in Salaries and Benefits due to negotiated labor agreements and increased staffing for the new Bonita-Sunnyside Branch Library;
- \$1.0 million for maintenance costs of new Julian, Campo-Morena Village, and Bonita-Sunnyside Branch libraries; and, fluctuations in ongoing costs for office equipment, major maintenance, external overhead costs, library materials, and other miscellaneous accounts;

- \$0.08 million in Capital Assets Equipment for the purchase of a vehicle for a “Homework on Wheels” mobile unit.

Revenues

Revenues are proposed to increase overall by \$2.0 million:

- \$2.1 million increase in Taxes Current Property;
- \$0.1 million increase in Taxes Other Than Current Secured for increased redevelopment pass-through revenues;
- \$0.3 million decrease in Intergovernmental Revenues from a decrease in available State grants; \$0.1 million increase in various categories of revenues;
- There is no significant change in Fund Balance. The proposed \$0.5 million of Fund Balance will be used to purchase minor equipment for the new Campo-Morena Village and Bonita-Sunnyside Branch libraries, and ergonomic equipment.

Significant Changes in Fiscal Year 2006-07

Staffing is proposed to increase by 5.00 positions in Fiscal Year 2006-07 to provide staffing for a new branch library in the 4S Ranch Community.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Cost Per Hour Open ¹	\$388.48	\$361.50	N/A	N/A
Circulation/Usage ¹	22,643,000	N/A ²	N/A	N/A
Circulation/Electronic Resource Usage ¹	5,617,000	5,287,845	N/A	N/A
% Increase of Library Programs to Meet the Diverse Needs of San Diego County ¹	2.60%	255.68% ³	N/A	N/A
% Increase of Community Partnerships to Respond to Community Needs ¹	6.32%	5.45%	N/A	N/A
Library Hours Open ⁴	74,141	74,141	74,883	80,200
Website Hits ¹	17,026,000	N/A ²	N/A	N/A
Annual Average Circulation per Item ⁵	N/A	3.0	3.0	3.25
Circulation/ Subscription Database Usage per Capita ⁶	N/A	5.5	5.7	5.9
Customer Satisfaction Rating ⁷	N/A	4.7	4.75	4.8
Average Satisfaction of Attendees at Programs Designed to Meet the Diverse Needs of San Diego County ⁸	N/A	N/A	4.5	4.6

¹ These measures are being deleted in order to provide performance measures that are more meaningful as to the impact Library services have on the lives of our residents.

² Data for these measures are unavailable due to a change in software early in the Fiscal Year.

³ Subsequent to setting a target for this measure, management chose to place extra emphasis on cultural programming, which resulted in 450 programs.

⁴ Library Hours Open represents the overall level of accessibility that the community has to the Library branches.

⁵ Annual Average Circulation per Item represents how relevant our materials are to our customers. A higher level of circulation means that the materials are what our customers want in the collection.

⁶ Circulation/Subscription Databases Usage per Capita represents the penetration of Library services in the community. Growth in this measure indicates that more people are using more library resources.

⁷ On a scale of 1 to 5, with 5 being the highest level of satisfaction. Customer Satisfaction indicates how individuals perceive the Library's ability to provide services of value to them.



⁸ On a scale of 1 to 5, with 5 being the highest level of satisfaction. High Satisfaction for targeted programs indicates attendees' individual perception of how well the Library is meeting the needs of its diverse population.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Library Operations and Administration	18.50	19.00	2.70	19.00	0.00
Library Professional & Technical Support Service	47.50	48.25	1.58	48.25	0.00
Library Branch Operations	221.50	222.75	0.56	227.75	2.24
Total	287.50	290.00	0.87	295.00	1.72

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Library Operations and Administration	\$ 3,102,906	\$ 3,895,316	25.54	\$ 3,895,902	0.02
Library Professional & Technical Support Service	6,618,029	5,558,783	(16.01)	5,660,972	1.84
Library Branch Operations	19,081,205	21,314,369	11.70	22,005,818	3.24
Total	\$ 28,802,140	\$ 30,768,468	6.83	\$ 31,562,692	2.58

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 17,319,919	\$ 18,210,653	5.14	\$ 19,048,602	4.60
Services & Supplies	11,482,221	12,477,815	8.67	12,514,090	0.29
Capital Assets Equipment	—	80,000	N/A	—	(100.00)
Total	\$ 28,802,140	\$ 30,768,468	6.83	\$ 31,562,692	2.58

**Budget by Categories of Revenues**

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	488,000	480,000	(1.64)	—	(100.00)
Taxes Current Property	20,784,012	22,856,304	9.97	24,088,078	5.39
Taxes Other Than Current Secured	583,171	708,722	21.53	751,172	5.99
Revenue From Use of Money & Property	187,600	199,000	6.08	199,000	0.00
Intergovernmental Revenues	1,001,829	722,000	(27.93)	722,000	0.00
Charges For Current Services	1,613,528	1,658,442	2.78	1,658,442	0.00
Miscellaneous Revenues	594,000	594,000	0.00	594,000	0.00
Other Financing Sources	3,550,000	3,550,000	0.00	3,550,000	0.00
General Revenue Allocation	—	—	0.00	—	0.00
Total	\$ 28,802,140	\$ 30,768,468	6.83	\$ 31,562,692	2.58



General Services



Department Description

The Department of General Services provides support services to all other County departments enabling them to deliver “best in class” services to the public. General Services' support includes Facilities Management and Fleet Management. All services are provided through Internal Service Funds (ISF). An Internal Service Fund operates on a business-like model directly billing customer departments for the cost of services.

Mission Statement

To provide cost effective, efficient, high quality, and timely support services to County departments, groups and agencies.

2004-05 Accomplishments

Strategic Initiative – Kids

- Completed 65% of the Bonita-Sunnyside Library construction.
- Completed 55% of the Spring Valley Gym and Teen Center construction.
- Completed 60% of the Campo Library construction.
- Installed heating, ventilation, and air conditioning control system at Polinsky Children's Center.
- Completed land purchase for Library site in Fallbrook in February 2005; extended option to purchase Alpine Library site due to lack of Proposition 14 bond funds to make purchase.
- Land purchase for Lakeside Sports Complex is delayed, awaiting funding and site identification.
- Completed Hillcrest lease renewal extension with New Alternatives in January 2005, which provides short- and long-term residential treatment programs for children and adolescents.

Strategic Initiative – The Environment

- Completed installation of stormwater management infrastructure improvements at the County Operations Center.
- Due to cost constraints the countywide recycling program to include glass at all County facilities was not expanded.
- Ensured that all new custodial contracts included requirements for Stormwater Best Management Practices.
- Supported Department of Public Works Transportation Improvement Program through acquisition of additional right-of-way on Valley Center Road, Parkside Street, and Kenwood Drive.
- Completed Department of Public Works' requested portions of South Santa Fe Drive right-of-way mapping and document consultation oversight.
- Acquired 732 acres (73% of goal) for open space preservation in support of Multiple Species Conservation Program (MSCP).
- Completed site biological review and began the community planning process to develop the Ramona Intergenerational Community Campus Master Plan.



General Services

- Proposed revised Memorandum of Agreement for transfer of County's Camp Lockett property in Campo to the State of California for the Buffalo Soldier's Historic Park. Awaiting State action/response.
- Due to pending required National City general plan changes, sale of 15-acre Open Space Easement to the City of National City was delayed.
- Completed Request for Proposals issuance and received responses for Master Operator/Developer for Heritage Park.
- Completed 100% of State required emissions testing/inspections on County vehicles.
- Completed and passed an unannounced State Bureau of Automotive Repair (BAR) inspection of government vehicle emissions testing program.
- Ensured 100% compliance with Stormwater Best Management Practices for vehicle maintenance and refueling facilities.
- Acquired 100% of all vehicles approved for purchase by the Board of Supervisors for use in County work assignments that are the most fuel-efficient and lowest emission vehicles in their class.
- Researched and developed new Board of Supervisors Policy (H-2) for the acquisition of all County vehicles. Policy H-2 limits the acquisition of Sport Utility Vehicles (SUV), sets emission and fuel economy standards for County vehicles purchased, establishes a goal for the acquisition of Alternative Fuel Vehicle (AFV)/Hybrid vehicles, and establishes replacement criteria for County vehicles.
- Continued sale negotiations for 0.53 acres of surplus land to the City of National City for the Plaza Bonita Expansion. Sale is pending a final offer from National City, expect sale closing in June 2006.

- Implemented the Facilities Management Division Strategic Energy Plan as part of the Facilities Asset Management Business Plan to functionally thread energy conservation opportunities through all phases of the facility life cycle.

Strategic Initiative – Safe and Livable Communities

- Completed the Crime Lab roof along with a heating, ventilation, and air conditioning renovation.
- Expanded the Condition Assessment program for County facilities to include Americans with Disabilities Act (ADA) requirements.
- Identified and repaired trip hazards at County facilities.
- Continued to negotiate purchase of the remaining 10,000 square foot parcel to complete the Downtown Block acquisition; purchase delayed pending funding and due to slow owner response.
- Completed the sale of the 20-acre portion of the Edgemoor property on Hoffman Lane for \$15.9 million. Escrow closed July 2004.
- Completed the sale of 10.3 acres in Rancho San Diego to Wal-Mart for \$2.5 million. Escrow closed July 2004.
- Optioned the sale of 16.06 acres of surplus land in the City of Vista with transaction to close in Summer 2005.
- Executed the lease/build-to-suit contract for the Assessor/Land Use Environment Group San Marcos buildings in February 2005 with occupancy set for December 2005.
- Completed 50% of effort to finish master planning/obtain entitlements for the 108 acres of Edgemoor property south of the San Diego River in Santee.
- Completed 45% of effort to finish master planning/obtain entitlements for the 79 acres of Edgemoor property within the floodway of the San Diego River in Santee.



- Continued to monitor the Development and Disposition Agreement within Ryan Companies, which involves the sale or lease, over a ten-year period, of approximately 88 acres of High Tech Overlay Zone land on the Edgemoor property south of the San Diego River in Santee.
- Deferred the sale of 10 acres of the 21-acre mixed-use parcel at Edgemoor to Spring 2006, pending approval of Edgemoor master plan by City of Santee. This property is a portion of the 88-acre High Tech Overlay Zone.
- Deferred the sale of approximately 15 to 20 acres of residential/senior housing land (Edgemoor property) north of the San Diego River to late 2005, pending approval of Edgemoor master plan by City of Santee.
- Executed exclusive negotiation agreement with Pacific Scene toward a Development Agreement for the 41-acre Weld Boulevard site at Gillespie Field in support of Department of Public Works Airports Division.
- Prepared report for Department of Public Works, Inactive Waste Site Management, on sale and lease of potential surplus landfill properties.
- Delayed sale of 0.47 acres of surplus land (triangle) on south side of Mast Boulevard, Lakeside, pending approval from Department of Public Works.
- Sold 0.87 acres of surplus land on Los Coches Road, Lakeside.

Required Discipline – Essential Infrastructure

- Completed the Polinsky Children's Center Nursery construction.
- Completed 50% of the stormwater grant demonstration project.
- Completed 15% of the Edgemoor Skilled Nursing Facility replacement.
- Completed 95% of the North County Animal Shelter.
- Replaced the Countywide fuel management system.

- Initiated Court Facilities Transition negotiations with the State.
- Completed \$3.1 million in capital renewal and \$7.1 million in major maintenance projects.
- Successfully upgraded the Department of General Services computerized facilities maintenance management system to incorporate preventive maintenance and routine maintenance activities.
- Produced the first Major Maintenance Requirements Submittal documenting all major maintenance requirements residing in the facilities maintenance management system.
- Published the first Major Maintenance Implementation Plan as part of the funding process for major maintenance.

Required Discipline –Fiscal Stability

- Completed \$3 million worth of energy savings projects, 50% more than targeted.

2005-07 Objectives

Strategic Initiative – Kids

- Complete land purchase for Lakeside Sports Complex.
- Renegotiate or relocate lease for Health and Human Services Agency/District Attorney Welfare Fraud unit in Kearny Mesa.
- Continue to provide safe and healthy living environments for children through major maintenance projects at County facilities serving children.
- Facilitate implementation of First Five Commission Capital Improvement Program and projects at County Libraries, if funded.
- Complete design of new dorm at San Pasqual Academy.
- Complete Spring Valley Gym and Teen Center, and Bonita-Sunnyside and Campo-Morena Village Libraries.



Strategic Initiative – The Environment

- Complete transfer of first phase of County's Camp Lockett property in Campo to the State of California for the Buffalo Soldier's Historic Park.
- Complete sale of 15-acre Open Space Easement to the City of National City.
- Complete the Ramona Intergenerational Community Campus Master Plan and environmental assessment.
- Sell 0.53 acres of surplus land to the City of National City for the Plaza Bonita Expansion.
- Select lessor and complete negotiations for 128-Acre organic farming parcel in Tijuana River Valley Regional Park.
- Complete selection of Master Operator/Developer for Heritage Park.
- Complete master planning/obtain entitlements for 79 acres of Edgemoor property within floodway of San Diego River, Santee.
- Review the option of reducing miles driven and overall vehicle fleet through consolidation of mail operations throughout the County.
- Expand and enhance Best Management Practices for stormwater control at all County facilities.
- Seek additional State grant funding for expanding stormwater treatment upgrades at major County facilities.
- Purchase 36,000 square foot building in Scripps Ranch for Air Pollution Control District as replacement for their 31,000 square foot leased space in Kearney Mesa. Project to be completed by December 2005.
- Support Department of Parks and Recreation through acquisition of additional open space for the Multiple Species Conservation Program (MSCP), pending funding and grant availability.

Strategic Initiative – Safe and Livable Communities

- Pending funding availability, purchase the remaining 10,000 square foot parcel to complete the Downtown Block acquisition.
- Support Department of Public Works Inactive Waste Site Management on the identification and sale or lease of surplus landfill properties.
- Purchase completed buildings from developer for Assessor/Land Use Environment Group, San Marcos project, Winter 2005.
- Execute Development Agreement with Pacific Scene for the 41-acre Weld Boulevard site at Gillespie Field.
- Support Sheriff in negotiation of additional leases needed to enhance 800 Mhz system coverage.
- Complete sale/lease of approximately 15 acres of High Tech Overlay Zone land at the Edgemoor property.
- Expand the department's focus and involvement in matters affecting Facility and Campus Security issues as they relate to County operations.
- Complete Edgemoor Healthcare Campus construction.

Required Discipline – Essential Infrastructure

- Acquire right-of-way in support of Department of Public Works' Transportation Improvement Program.
- Implement new automated fuel system including radio-frequency (RF) activation.
- Implement vehicle telematics project that provides Global Positioning System (GPS), trip planning, vehicle diagnostics, remote emissions inspections, and accurate vehicle usage information to better manage the vehicle fleet by: promoting more timely maintenance, assuring proper emissions testing, and increasing safety by being able to identify where vehicles are in case of an emergency.



Required Discipline –Fiscal Stability

- Sell 10 acres of the 21-acre mixed-use parcel at Edgemoor. This sale will provide additional financial resources to assure the construction and ongoing operation of Edgemoor Skilled Nursing Facility with minimal County General Purpose Revenues.

Changes from 2004-05 Adopted

Staffing

There are no proposed staffing changes.

Expenditures

Overall expenditures are proposed to increase by \$5.0 million:

- Salaries and Benefits are proposed to increase by \$1.5 million due to negotiated labor agreements.
- Services and Supplies are proposed to increase by \$2.2 million due to increased costs associated with utilities, fuel, and external department overhead payments (A-87).
- Other Charges are proposed to increase by \$0.2 million associated with increased vehicle depreciation expenses.
- Capital Assets Equipment is proposed to increase by \$0.06 million associated with the purchase of Mail Operations equipment.

- Operating Transfers are proposed to increase by \$1.1 million associated with a direct General Fund contribution in support of Countywide general management and statutory/regulatory services provided by the Department of General Services.

Revenues

Overall revenues are proposed to increase \$5.0 million in direct relation to the increase in expenditures; as an Internal Service Funds (ISF) department, General Services balances revenues with expenditures:

- Charges for Services is proposed to increase \$3.1 million due to increased costs associated with utilities and fuel and increased project management support for Major Maintenance projects;
- Other Financing Sources is proposed to increase \$1.1 million in association with the General Revenue Allocation to fund Countywide Capital, Space Planning, Americans with Disabilities Act (ADA) management and regulatory programs;
- Fund Balance is proposed to decrease \$0.3 million (\$8.1 million total usage) to fund the Fleet Services Internal Service Fund (ISF) - Vehicle Acquisition purchases; and
- General Revenue Allocation is proposed to increase \$1.1 million (\$1.2 million total usage) to fund Countywide Capital, Space Planning, Americans with Disabilities Act (ADA) management, and regulatory programs.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
U.S. Mail pieces processed (in millions) ¹	14.4	14.3	N/A	N/A
% of fleet preventive maintenance completed	97%	98%	97%	97%
% vehicle repair/maintenance completed in 3 days or less	90%	90%	90%	90%
% of facilities equipment preventive maintenance completed ¹	90%	90%	N/A	N/A
% of emergency facilities maintenance requirements responded to within 48 hours	100%	100%	100%	100%
% increase in lease revenue year-to-year ²	N/A	N/A	5%	5%
% of projects completed within estimated budget ²	N/A	N/A	90%	90%

¹ These measures are being deleted in order to provide performance measures that more meaningfully reflect the effectiveness of department services.

² These measures are new effective Fiscal Year 2005-06 to better reflect departmental performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Facilities Management Internal Service Fund	263.75	266.75	1.14	266.75	0.00
Fleet Management Internal Service Fund	62.00	59.00	(4.84)	59.00	0.00
Total	325.75	325.75	0.00	325.75	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Facilities Management Internal Service Fund	\$ 81,112,974	\$ 83,878,492	3.41	\$ 84,987,746	1.32
Fleet Management Internal Service Fund	35,417,714	36,585,956	3.30	36,741,715	0.43
General Fund Contribution to GS ISF's	136,780	1,250,000	813.88	1,250,000	0.00
Total	\$ 116,667,468	\$ 121,714,448	4.33	\$ 122,979,461	1.04

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 26,491,593	\$ 27,963,212	5.56	\$ 28,718,946	2.70
Services & Supplies	69,886,348	72,077,990	3.14	72,750,210	0.93
Other Charges	9,648,607	9,857,246	2.16	9,694,305	(1.65)
Capital Assets Equipment	9,156,000	9,216,000	0.66	9,216,000	0.00
Reserves	100,000	100,000	0.00	100,000	0.00
Operating Transfers Out	1,384,920	2,500,000	80.52	2,500,000	0.00
Total	\$ 116,667,468	\$ 121,714,448	4.33	\$ 122,979,461	1.04



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	8,385,234	8,093,228	(3.48)	8,093,228	0.00
Revenue From Use of Money & Property	960,444	960,444	0.00	960,444	0.00
Intergovernmental Revenues	660,909	671,790	1.65	671,790	0.00
Charges For Current Services	103,767,909	106,840,918	2.96	108,105,931	1.18
Miscellaneous Revenues	871,272	898,068	3.08	898,068	0.00
Other Financing Sources	1,884,920	3,000,000	59.16	3,000,000	0.00
General Revenue Allocation	136,780	1,250,000	813.85	1,250,000	0.00
Total	\$ 116,667,468	\$ 121,714,448	4.33	\$ 122,979,461	1.04

Housing and Community Development



Department Description

The Department of Housing and Community Development provides housing assistance and community improvements that benefit low- and moderate-income persons. The department provides services to County residents through rental assistance, minor home improvement loans, first-time homebuyer assistance, and public improvement programs. These programs reduce blight, improve neighborhoods, and alleviate substandard housing. They also increase the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower-income housing units.

Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

2004-05 Accomplishments

Strategic Initiative – Kids

- Provided a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing. Provided housing assistance subsidy to approximately 10,795 households.
- Implemented Youth Employment Preparation Program to provide mentoring and career development opportunities within Community Services Group departments for eight youth participating in Emancipated Foster Youth Tenant-Based Rental Assistance Program.
- Provided Education and Job Training Scholarships to 18 qualified youth and adult residents of Public Housing complexes.
- Enhanced the educational and support program for 55 Family Self-Sufficiency participants.
- Through community collaboration, created a Computer Learning Laboratory with scheduled classes and supervised laboratory practice for up to 300 adults and youth participating in HCD-funded housing programs.

Strategic Initiative – The Environment

- Encouraged energy efficiency in 103 units of affordable housing developed with assistance from County housing programs.
- Provided affordable housing opportunities for 65 mobile home park and apartment residents in conjunction with approved redevelopment project areas.

Strategic Initiative – Safe and Livable Communities

- Supported Safe and Livable Communities by ensuring that federal assistance was directed towards building communities free of drugs and violence by screening all rental assistance applicants and participants for criminal history and sex offender registration.
- Assisted in the revitalization of lower-income neighborhoods with 39 projects involving new public facilities or improvements to existing facilities.
- Assisted in the development of 103 safe and sanitary affordable housing units for low-income families.

2005-07 Objectives

Strategic Initiative – Kids

- Provide a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing, through housing assistance subsidies to approximately 10,700 households annually.



Housing and Community Development

- Implement Phase Two of the pilot Youth Employment Preparation Program by expanding mentorship and career development opportunities for up to 10 youth participating in Rental Assistance Programs annually.
- Develop the framework for an Education and Job Training Scholarship Program for participants of the Family Self-Sufficiency Program in 2006-07.
- Continue and enhance the educational and support program by providing information and referral services for a minimum of 55 Family Self-Sufficiency participants annually.
- Provide funding for a minimum of two public improvements that enrich children's lives, such as parks, athletic fields, and libraries.

Strategic Initiative – The Environment

- Encourage energy efficiency in 100 units of affordable housing developed with assistance from County housing programs annually.
- Offer the Energy-Efficient Utility Allowance to all projects meeting the threshold criteria.

Strategic Initiative – Safe and Livable Communities

- Conduct a minimum of 10 Community Revitalization Committee meetings annually.
- Assist in revitalization of lower-income neighborhoods with at least 40 Community Development projects involving new public facilities or improvements to existing facilities annually.
- Ensure assisted housing is directed towards building communities free of drugs and violence by verifying all participants are in compliance with administrative policies and regulations.
- Ensure all assisted housing meets federal housing quality standards by conducting approximately 10,700 inspections annually.

- Assist in the development of 100 safe and sanitary affordable housing units annually by encouraging development proposals using Affordable Housing Funds for gap financing.

Changes from 2004-05 Adopted

Staffing

18.00 vacant staff years are proposed for deletion in Fiscal Year 2005-06 to adjust to available ongoing revenue.

Expenditures

Expenditures are proposed to decrease by approximately \$5.4 million:

- \$1.4 million decrease in Salaries and Benefits due to the deletion of 18 vacant positions;
- \$1.1 million decrease in Services and Supplies which includes:
 - \$0.4 million decrease in the department's operational Services and Supplies cost due to reduction in costs related to deleted positions and reduced maintenance cost associated with the Rental Assistance software, and,
 - \$0.7 million decrease in the Multi-Year Projects Services and Supplies estimated project costs due to reductions in grant funding;
- \$1.3 million decrease in Other Charges due to decrease in multi-year project estimates due to reductions in grant funding;
- \$1.6 million decrease in Operating Transfers Out to bring the budget more in line with projected annual expenditures.

Revenues

Revenues are proposed to decrease by a net \$5.4 million:

- Intergovernmental Revenues are proposed to decrease by \$5.2 due to reductions in federal grants;



-
- Federal revenues, which include reimbursement for non-departmental overhead costs, exceed expenditures budgeted in this department. The resulting negative

General Revenue Allocation partially funds indirect costs in the Community Services Group reducing the actual General Revenue Allocation in that program.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Number of families assisted ¹	10,717	10,795	N/A	N/A
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is lower ²	N/A	N/A	97%	97%
Program participants receiving educational and job training opportunities designed to enhance self sufficiency	80	81	80	80
Number of newly constructed and rehabilitated units that exceed the California's State Energy Code, Title 24 by a minimum of 15% for new units, or by at least 20% better than existing building conditions for existing units	100	103	100	100
Number of Community Development projects completed to enhance low-income neighborhoods and communities	40	39	40	40
Maintain a high level of customer satisfaction	97%	95%	97%	97%

¹ This measure is being eliminated in favor of a new measure that more accurately reflects departmental performance.

² This measure replaces the first measure to more accurately reflect the department's performance.



Housing and Community Development

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Housing & Community Development	121.00	103.00	(14.88)	103.00	0.00
Total	121.00	103.00	(14.88)	103.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Housing & Community Development	\$ 11,722,449	\$ 9,910,225	(15.46)	\$ 10,374,752	4.69
HCD - Multi-Year Projects	29,350,836	25,720,350	(12.37)	25,720,350	0.00
Total	\$ 41,073,285	\$ 35,630,575	(13.25)	\$ 36,095,102	1.30

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 9,323,652	\$ 7,948,360	(14.75)	\$ 8,411,351	5.82
Services & Supplies	22,786,895	21,689,492	(4.82)	21,691,028	0.01
Other Charges	4,457,030	3,145,172	(29.43)	3,145,172	0.00
Expenditure Transfer & Reimbursements	—	(31,000)	N/A	(31,000)	0.00
Operating Transfers Out	4,505,708	2,878,551	(36.11)	2,878,551	0.00
Total	\$ 41,073,285	\$ 35,630,575	(13.25)	\$ 36,095,102	1.30

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Intergovernmental Revenues	41,302,135	36,072,964	(12.66)	36,537,491	1.29
Charges For Current Services	—	50,000	N/A	50,000	0.00
Miscellaneous Revenues	372,860	380,000	1.91	380,000	0.00
General Revenue Allocation	(601,710)	(872,389)	44.98	(872,389)	0.00
Total	\$ 41,073,285	\$ 35,630,575	(13.25)	\$ 36,095,102	1.30



Purchasing and Contracting



Department Description

The Department of Purchasing and Contracting operates as an Internal Service Fund (ISF), purchasing all goods, materials, and services for the County of San Diego, as provided for in the County Charter. The department is also responsible for the centralized reutilization and disposal of surplus equipment and salvage materials and provides printing, records management, indexing and scanning, and micrographic services to County departments. The department ensures the competitive process is utilized for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. An Internal Service Fund operates on a business-like model directly billing customer departments for the cost of services.

Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

2004-05 Accomplishments

Strategic Initiative – Kids

- Encouraged all Purchasing and Contracting personnel to personally support County or local initiatives and events for kids' causes.
- Expedited all purchase orders and contracts pertaining to support of families.
- Provided dedicated support to First 5 Commission by assigning a senior procurement specialist and awarded 44 contracts valued at \$33.0 million in support of First 5 initiatives, and 33 contracts for Critical Hours and juvenile diversion programs. The First 5 Commission is responsible for allocating San Diego County's Proposition 10 (tobacco tax) funding and is committed to fund programs that promote health and well-being of children during their most critical years of development, from prenatal to ages 5.

Strategic Initiative – The Environment

- Designated a senior procurement specialist to actively support and educate departments on the proper disposal of hazardous materials and electronic waste in accordance with State and federal guidelines.
- Promoted the acquisition of environmentally friendly products for use by County departments.

Strategic Initiative – Safe and Livable Communities

- Supported County procurement efforts in post-Firestorm 2003 related goods and services especially as related to public safety initiatives, and the restoration of local parks and recreational facilities.

Required Discipline – Fiscal Stability

- Documented and tracked procurement savings in the Oracle financial system and other utility software.
- Achieved significant cost savings (more than \$2.5 million) for County taxpayers through use of reverse auctions (definition below) for patrol vehicles, trucks, temporary services, foodstuffs for the jail system, copiers, legal publications, and dead tree removal services following the wildfires.



- Expanded use of procurement savings and cost avoidance techniques including alternate sourcing, simplified specifications, product substitution, surplus reutilization, and use of existing competed contracts and cooperative purchase agreements (definition below).

Required Discipline – Customer Satisfaction

- Identified and assigned permanent procurement contracting officers to County departments to provide better acquisition planning and specification development.
- Maintained constant visibility and conducted regular reviews of purchase requirements including immediate notification when milestones or required delivery dates were in jeopardy.
- Conducted two contract training academies.

Required Discipline - Information Management

- Used innovative technologies and purchasing methods such as reverse auctions to reduce acquisition costs.

2005-07 Objectives

Strategic Initiative – The Environment

- Create a website for use by County departments to identify excess property thereby encouraging reutilization rather than disposal of material goods.

Strategic Initiative – Safe and Livable Communities

- Conduct semi-annual briefings to the Fire District Association on new and expedited ways to purchase fire and life safety equipment.

Required Discipline – Fiscal Stability

- Obtain cost savings and reduce acquisition costs through use of reverse auctions, procurement card usage, and other methods for appropriate goods and services. Savings goal for Fiscal Year 2005-06 is \$6.0 million and

goal for Fiscal Year 2006-07 is \$5.5 million; newly identified savings diminish in future years as the use of innovative procurement methods is maximized.

- Conduct audits of 30% of procurement cardholders' accounts annually, approximately 210 procurement cardholders, to ensure proper procedures are being followed.
- Ensure zero percent of vendor protests will be successful which frees the County from increased administrative costs due to potential re-bidding of proposals.
- Realize cost savings through use of cooperative agreements with other government agencies. Savings goal for Fiscal Year 2005-06 is \$1.25 million and goal for Fiscal Year 2006-07 is \$1.0 million

Required Discipline – Customer Satisfaction

- Maintain a customer service satisfaction rating of 4.3 on a scale of 1-5 as evidence of the department's focus on quality customer service.

Required Discipline - Information Management

- Place 20% of active contracts in Fiscal Year 2005-06 and 30% in Fiscal Year 2006-07 on Documentum, a document management system that allows customers to view contracts online, and acts as the system of record.
- Review 20% of Board of Supervisors' policies that are relevant to Purchasing and Contracting annually and revise if necessary.

Changes from 2004-05 Adopted

Staffing

There are no proposed changes in staffing.

Expenditures

Net expenditures are proposed to increase slightly by \$0.01 million:

- Salaries and Benefits are proposed to increase by \$0.3 million due to negotiated labor agreements;



- Services and Supplies are proposed to decrease by \$0.4 million due to decreases in temporary contract help, software, interdepartmental costs, and fluctuations in other ongoing costs;
- Other Charges are proposed to increase \$0.1 million to cover costs for equipment leases.

Revenues

Net revenues are proposed to increase by \$0.01 million in direct relation to the increase in expenditures; as an Internal Service Fund (ISF), Purchasing and Contracting is required to balance revenues with expenditures.

- Charges for Current Services are proposed to increase \$0.3 million in direct relation to the increase in expenditures.
- Miscellaneous Revenues are proposed to decrease 0.3 million in direct relation to the increase in expenditures.



Purchasing and Contracting

Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Realize cost savings through use of cooperative agreements. ¹	\$1.5 million	\$1.5 million	\$1.25 million	\$1.0 million
Realize cost savings through reverse auctions, increased procurement card usage, and other sources ²	\$7.3 million	\$7.3 million	\$6.0 million	\$5.5 million
Place active contracts on Documentum ³	N/A	N/A	20%	30%
Increase number of awards of multi-year contracts for goods and services vs. one-year term contracts ⁴	10%	10%	N/A	N/A
Increase purchases utilizing cooperative purchasing agreements	10%	10%	10%	10%
Maintain customer service satisfaction rating of 4.3 (scale 1-5)	4.3	4.3	4.3	4.3

¹Cooperative Agreements allow linkage to contracts already competitively bid by other government agencies, saving the County costs normally incurred to compete goods and services and taking advantage of quantity discounts available through existing government contracts. Newly identified savings diminish in future years as the use of cooperative agreements is maximized.

²Reverse auctions use web-based technology whereby bidders compete against one another to provide goods or services at the lowest cost to the County. Newly identified savings diminish in future years as use of reverse auctions and procurement card usage is maximized.

³Documentum is a document management system that allows electronic viewing of current contract documents.

⁴Nearly 100% of contracts are multi-year contracts – goal achieved.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Purchasing ISF Record Mgmt & Print Services	30.00	30.00	0.00	30.00	0.00
Administration	45.00	45.00	0.00	45.00	0.00
Total	75.00	75.00	0.00	75.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Purchasing ISF Record Mgmt & Print Services	2,983,845	3,142,474	5.32	3,209,210	2.12
Administration	6,193,585	6,045,975	(2.38)	6,147,862	1.69
Total	\$ 9,177,430	\$ 9,188,449	0.12	\$ 9,357,072	1.84

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 5,963,860	\$ 6,273,820	5.20	\$ 6,472,230	3.16
Services & Supplies	3,103,501	2,739,117	(11.74)	2,709,330	(1.09)
Other Charges	110,069	175,512	59.46	175,512	0.00
Total	\$ 9,177,430	\$ 9,188,449	0.12	\$ 9,357,072	1.84

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Revenue From Use of Money & Property	77,838	50,000	(35.76)	50,220	0.44
Intergovernmental Revenues	24,000	59,378	147.41	59,378	0.00
Charges For Current Services	8,622,726	8,976,927	4.11	9,140,184	1.82
Miscellaneous Revenues	452,866	102,144	(77.44)	102,144	0.00
Other Financing Sources	—	—	N/A	5,146	N/A
General Revenue Allocation	—	—	N/A	—	0.00
Total	\$ 9,177,430	\$ 9,188,449	0.12	\$ 9,357,072	1.84



County of San Diego Redevelopment Agency



Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. The Upper San Diego River Improvement Project Area (USD RIP) is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Mission Statements

Upper San Diego River Improvement Project

To eliminate blight, provide employment opportunities, encourage private sector investment, and enhance development opportunities in the project area.

Gillespie Field Redevelopment Project

To eliminate or alleviate conditions of blight in the Gillespie Field Redevelopment Project Area and to encourage economic development in East County.

2004-05 Accomplishments

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Developed final plans and text for the Riverway Trail Master Plan to provide recreational amenities for youth and the community.
- Provided housing opportunities to 65 low-income families by operating a Tenant-Based Rental Assistance Program.

- Preserved affordability of 34 at-risk units, whose rental restrictions are expiring, with the purchase of affordability covenants for a period of 55 years. The units are reserved for 17 low-income families and 17 very low-income families.

Strategic Initiative – The Environment

- Developed a matrix that shows opportunities and constraints for each segment of the Riverway Trail.
- Developed a cost analysis for the implementation of the Riverway Trail Alignment.
- The wetland delineation task was not initiated in Fiscal Year 2004-05 because the County is still working with various landowners to implement and/or dedicate the land for various trail segments on a case-by-case basis.
- The environmental documentation for the Riverway Trail Master Plan is an ongoing process and will be completed on a project by project basis for each property that is required to dedicate a trail segment.

Strategic Initiative – Safe and Livable Communities

- Received input from community stakeholders and the State and federal resource agencies (California Department of Fish and Game, United States Fish and Wildlife Service, Army Corps of Engineers) to determine permitting and phasing of the Riverway Trail Plan.



- Increased safe and decent housing opportunities for low-income residents by continuing Local Rent Subsidy Program for Redevelopment Area to assist a minimum of 65 families.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Contributed \$833,311 property tax increment revenues to four school districts.
- Created Aviation Outreach Program with community schools. Airport Engineer visited area high schools to discuss career development in aviation.
- Hosted Challenge Air event at Gillespie Field providing free airplane rides to approximately 100 disabled children.

Strategic Initiative – The Environment

- Working with Airport Land Use Commission for their completion of the Airport Land Use Compatibility Plan for Gillespie Field by June 2005.
- Submitted application in July 2004 for Federal Aviation Administration (FAA) grant funding for preparation of an Environmental Impact Report for Gillespie Field including aviation and non-aviation areas. The grant application has been approved by the FAA and a grant offer is expected by late April 2005.

Strategic Initiative – Safe and Livable Communities

- Developed minimum standard requirements for those providing aeronautical services to ensure the safety of users and the surrounding community and submitted to FAA for final approval.
- Submitted application in July 2004 for FAA grant funding for preparation of a Master Plan including compatible land uses for Gillespie Field. The grant application has been approved by the FAA and a grant offer is expected by late April 2005.

2005-07 Objectives

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Meet inclusionary housing obligations required by California Redevelopment Law by making 13 more units available at affordable costs to low- and moderate-income households.
- Distribute the Riverway Trail Master Plan for public review and implement/construct trail segments in conjunction with development permits to provide recreational amenities for youth and the community.

Strategic Initiative – The Environment

- Prepare a wetland delineation for the trail segments adjacent to the river, where necessary.
- Prepare environmental documentation for the Riverway Trail Alignment.

Strategic Initiative – Safe and Livable Communities

- Continue to provide safe and decent housing opportunities for low-income residents by continuing Local Rent Subsidy Program for Redevelopment Area to assist a minimum of 65 families.
- Continue to work with community stakeholders and the State and federal resource agencies (California Department of Fish and Game, United States Fish and Wildlife Service, Army Corps of Engineers) to determine permitting and phasing of the Riverway Trail Plan.
- Prepare a wetland delineation for the trail segments adjacent to the river, where necessary. The wetland delineation task was not initiated by Fiscal Year 2004–05 because the County is still working with various landowners to implement and/or dedicate the land for various trail segments on a case-by-case basis



Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Continue to contribute tax increment revenues to four school districts.
- Contribute to State Education Revenue Augmentation Fund (ERAF).

Strategic Initiative – The Environment

- Initiate a mitigation plan to address any areas of concern identified in the Phase II Hazardous Materials Assessment Report for Site Two.
- Submit application for FAA grant for median erosion control.
- Clean Site Two leasehold premises of above-ground debris.

Strategic Initiative – Safe and Livable Communities

- Contribute 20% of tax increment for low- and moderate-income housing.
- Submit application for FAA grant to acquire land for safety areas at ends of three runways at Gillespie Field.

Changes from 2004-05 Adopted

Upper San Diego River Improvement Project

Expenditures

Expenditures are proposed to decrease \$0.9 million:

- \$0.7 million decrease in Services and Supplies due to the projected completion of planning efforts in the area;

- \$0.04 million decrease in Other Charges due to the planned pay off of General Fund debt; and
- \$0.14 million decrease in Operating Transfer Out directly related to decreases in the percentage of revenue collected.

Revenues

Overall, revenues have decreased by \$0.9 million due to a reduction in expected tax increment revenue.

- Projected revenue is directly tied to the remaining debt obligation as the property tax increment received by the Redevelopment Agency is based on outstanding debt obligation and available resources. Over the past several years the Agency has paid off debt to the County Flood Control District (100% pay off), Lakeside Sanitation District (100% pay off) and a portion of the debt to the General Fund. This decrease in debt equals a decrease in revenue. Over the next several Fiscal Years the Agency expects to complete pay off of the General Fund debt. At that point the Upper San Diego River portion of the Redevelopment Agency ceases to collect revenue.

Gillespie Field Redevelopment Project

Expenditures

Proposed decrease in expenditures of \$1.0 million due to repayment of Airport Enterprise Fund loan from anticipated new bond issue rather than Special Fund.

Revenues

Proposed revenue decrease of \$1.0 million due to repayment of Airport Enterprise fund from bond issue rather than utilizing fund balance and Special Revenue Fund transfers.



Upper San Diego River Improvement Project

Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Estimated property tax increment	\$1,238,400	\$675,080 ¹	\$484,219 ¹	\$484,219 ¹
Percent of tax increment utilized for project administration	7%	7%	7%	7%
Project acres managed and maintained ²	532	532	N/A	N/A

¹The decrease in revenue is due to the decrease in debt.

² This measure is being eliminated in favor of measures that more accurately reflect agency performance.

Gillespie Field Redevelopment Project

Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Estimated property tax increment	\$2,328,143	\$2,329,912	\$2,357,767	\$2,386,178
Percent of tax increment utilized for project administration	7%	7%	8%	8%
Project acres managed and maintained ¹	746	746	N/A	N/A
Contracts Managed	111	108	112	112
Newly developed land leases executed (in net acres)	0	0	4	4

¹ This measure is being eliminated in favor of measures that more accurately reflect agency performance.



County of San Diego Redevelopment Agency

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Total	0.00	0.00	(100.00)	0.00	(100.00)

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Upper San Diego River Redevelopment Project Area	\$ 2,769,148	\$ 1,851,946	(33.12)	\$ 736,028	(60.26)
Gillespie Field Redevelopment Project Area	6,951,376	5,915,740	(14.90)	5,795,494	(2.03)
Total	\$ 9,720,524	\$ 7,767,686	(20.09)	\$ 6,531,522	(15.91)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Services & Supplies	4,789,062	3,509,914	(26.71)	3,546,106	1.03
Other Charges	4,205,833	3,663,682	(12.89)	2,385,643	(34.88)
Operating Transfers Out	725,629	594,090	(18.13)	599,773	0.96
Total	\$ 9,720,524	\$ 7,767,686	(20.09)	\$ 6,531,522	(15.91)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	1,780,200	1,306,393	(26.62)	—	(100.00)
Taxes Other Than Current Secured	5,219,335	4,623,010	(11.43)	4,661,102	0.82
Revenue From Use of Money & Property	66,250	97,863	47.72	97,403	(0.47)
Miscellaneous Revenues	1,929,110	1,146,330	(40.58)	1,173,244	2.35
Other Financing Sources	725,629	594,090	(18.13)	599,773	0.96
General Revenue Allocation	—	—	N/A	—	0.00
Total	\$ 9,720,524	\$ 7,767,686	(20.09)	\$ 6,531,522	(15.91)



Registrar of Voters



Department Description

The Registrar of Voters is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all federal, State, and local offices and measures. The Registrar of Voters is also responsible for providing access to the information needed to utilize the initiative, referendum, and recall petition processes.

Mission Statement

Under the jurisdiction and direction of the Board of Supervisors, and with the assistance of the California Secretary of State, conduct voter registration and voting processes with the highest level of professional election standards, accountability, security, and integrity, thereby earning and maintaining public confidence in the electoral process.

2004-05 Accomplishments

Strategic Initiative – Kids

- Recruited 1,116 student poll workers for the November 2004 Presidential General Election.
- Provided 25 local schools with polling booths and mock voting materials.
- Provided 31 local high schools and 70 History and Civics classes with voter registration cards for eligible students.

Strategic Initiative – The Environment

- Included two filler pages advertising environmental issues, Clean Water Project and West Nile virus, in the Sample Ballot Pamphlet for the November 2004 General Election.

- Recycled printed elections materials from the November 2004 General Election and Special Elections for the City of San Diego, City of Santee, City of Oceanside, and Rainbow and Ramona Municipal Water District
- Provided quarterly information to staff on energy conservation.

Strategic Initiative – Safe and Livable Communities

- Successfully conducted the November 2004 Presidential General Election and Special Elections for the City of San Diego, City of Santee, City of Oceanside, and Rainbow and Ramona Municipal Water Districts.
- Maintained and protected confidential voter information through existing protocol and procedures.
- Maintained the accuracy and integrity of the voter file by identifying and removing or updating voter registration records in accordance with State and federal law.

2005-07 Objectives

Strategic Initiative – Kids

- Expand the Student Poll Worker Program for high school seniors by 5% to 1,172 students for the 2006 General Election.
- Expand the minority-language outreach program by educating parents of voting rights and services via bilingual students.



- Continue to support high school voter registration programs for eligible students.

Strategic Initiative – The Environment

- Enhance the distribution of information related to County environmental issues by reserving for Land Use and Environment Group the highest priority and most widely distributed “filler” pages in the Sample Ballot and Voter Information Pamphlets.
- Continue to recycle printed elections materials.
- Continue to support the County’s energy conservation efforts by issuing quarterly reminders to all staff and increasing energy monitoring.

Strategic Initiative – Safe and Livable Communities

- Successfully conduct the June 2006 Gubernatorial Primary and November 2006 Gubernatorial General Elections.
- Provide the ability for vision- and/or hearing-impaired people to vote unassisted at their polling place beginning with the June 2006 Primary.
- Maintain the accuracy and integrity of the voter registration file by identifying and removing or updating voter registration records in accordance with State and federal law.

Changes from 2004-05 Adopted

Staffing

Proposed net increase of 2.00 staff years due to:

- 3.00 staff years added to provide language services and voter outreach to the Spanish, Filipino, and Vietnamese communities; and,
- 1.00 staff year transferred to the Community Services Group Executive Office.

Expenditures

Proposed increase in expenditures of \$4.7 million due to:

- Proposed increase of \$1.8 million in Salaries and Benefits due to negotiated labor agreements, the net addition of 2.00 permanent staff years, and the equivalent of 16.00 staff years for temporary election workers for the implementation of the touch screen voting system and voter verifiable paper trail for the June 2006 Primary Election; and,
- Proposed increase of \$2.9 million in Services and Supplies to provide multi-language ballots and sample ballots, temporary bilingual poll workers, technical systems support at each polling location, increased field assistance on Election Day, and enhanced poll worker training and polling place communications for the June 2006 Primary Election.

Revenues

Proposed net increase of \$4.7 million due to:

- Proposed increase of \$1.7 million in Intergovernmental Revenues for an anticipated grant from the California Secretary of State for activities related to the federal Help America Vote Act.
- Proposed decrease of \$1.3 million in Charges for Current Services due to fewer billable jurisdictions requesting department election services in the Gubernatorial Primary Election as compared to the Presidential General Election.
- Proposed decrease of \$0.3 million (total usage of \$0.5 million) in Reserve Designations and increase of \$0.2 million (total of \$0.6 million) in Fund Balance, due to the temporary suspension of State SB90 funding for Mandated Activities, primarily Absentee Voting.
- Proposed increase of \$4.2 million in General Revenue Allocation related to the implementation of and support for the electronic voting system anticipated to be used for the June 2006 Primary, and the requirement to



provide additional minority language services, including
Ballots, Sample Ballot Pamphlets, and bilingual poll
workers.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Registered Voters ¹	1,400,000	1,513,300	NA	N/A
Cost per Contest per Registered Voter ²	\$0.23	\$0.13	\$0.25	\$0.15
Removal and Updates to Voter Rolls ¹	500,000	500,000	N/A	N/A
Overall Customer Satisfaction Rating ³	4.6	4.6	4.65	4.7
Fixed points of distribution for voter registration forms and information.	400	358	425	450
Precincts tallied by 11:30 p.m. Election Night	N/A	53%	70%	73%
% of Total Absentee Ballots tallied by the Monday after Election Day	N/A	74%	80%	82%

¹ These measures are being eliminated in favor of new measures that more accurately reflect departmental performance.

² The variance between 2003-04 Adopted and 2003-04 Estimated Actual is due to the large number of contests on the ballot for the November 2004 Election. Cost per contest per registered voter for 2005-06 Proposed is increased due to small number of contests on the ballot for the June 2006 Primary Election.

³Scale of 1-5, with 5 being "excellent".



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Registrar of Voters	50.00	52.00	4.00	52.00	0.00
Total	50.00	52.00	4.00	52.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Registrar of Voters	\$ 9,294,418	\$ 14,013,054	50.77	\$ 14,307,012	2.10
Total	\$ 9,294,418	\$ 14,013,054	50.77	\$ 14,307,012	2.10

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 4,631,945	\$ 6,467,875	39.64	\$ 6,598,017	2.01
Services & Supplies	4,637,473	7,505,179	61.84	7,708,995	2.72
Capital Assets Equipment	25,000	40,000	60.00	—	(100.00)
Total	\$ 9,294,418	\$ 14,013,054	50.77	\$ 14,307,012	2.10

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Reserve/Designation Decreases	\$ 748,035	\$ 451,965	(39.58)	\$ —	(100.00)
Fund Balance	417,810	633,490	51.62	—	(100.00)
Intergovernmental Revenues	—	1,747,442	N/A	1,648,217	(5.68)
Charges For Current Services	2,700,000	1,423,500	(47.28)	2,825,000	98.45
Miscellaneous Revenues	165,000	225,000	36.36	226,000	0.44
General Revenue Allocation	5,263,573	9,531,657	81.09	9,607,795	0.80
Total	\$ 9,294,418	\$ 14,013,054	50.77	\$ 14,307,012	2.10



Finance and General Government Group

Finance and General Government Group

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**Finance and General Government Group
Summary & Executive Office**
.....

Board of Supervisors
.....

Assessor / Recorder / County Clerk
.....

Treasurer - Tax Collector
.....

Chief Administrative Office
.....

Auditor and Controller
.....

County Technology Office
.....

Civil Service Commission
.....

Clerk of the Board of Supervisors
.....

County Counsel
.....

Grand Jury
.....

Human Resources
.....

Media and Public Relations
.....

CAC Major Maintenance
.....

Finance and General Government Group & Executive Office



Group Description

The Finance and General Government Group provides a broad array of services to a wide range of customers. In general, services fall into three groups. The first is backbone support for County government (legislative, fiscal control, treasury, human resources, legal, telecommunications, and data processing). The second is local public agency support, which includes property assessment, tax collection, and pooled investment services. The third group is direct public services such as document recordings, marriage licenses, birth certificates, passport applications, and County Television Network (CTN) programming.

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to County residents, other local public agencies, County departments and individual County employees that are consistent with federal, State and local requirements.

2004-05 Accomplishments

Strategic Initiative – Kids

- Completed at least 95% of all advisory assignments for Health and Human Services Agency (HHSA) in support of its goal to improve services provided to children.
- Reviewed 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Continued to collect revenue supporting health services for children, including services aiding in the prevention of fetal and infant deaths.
- Continued to collect the marriage license fees funding Domestic Violence programs.

Strategic Initiative – The Environment

- Provided timely completion of at least 95% of all advisory assignments involving departments pursuing code enforcement matters.
- Handled 100% of all civil cases for departments pursuing code enforcement matters.
- Prevailed in at least 90% of all resolved court cases involving civil code enforcement matters.

Strategic Initiative – Safe and Livable Communities

- Provided timely completion of 95% of the advisory assignments for the departments of Agriculture, Weights, and Measures and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Provided timely completion of 95% of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Provided 60 training programs Countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:



- Provided eight Risk Roundtable training sessions for various County departments.
- Provided 25 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.

Required Discipline – Fiscal Stability

- Provided accounting, budget, and payroll services to County departments to provide the essential infrastructure for fiscal discipline and stability across the organization.
- Monitored fiscal performance and stability of the County through participation in the Quarterly review process for all County groups.
- Provided leadership in the development of mitigation strategies to maintain core public services as economic challenges are faced by the County due to State revenue reductions.
- Monitored the limitation of the use of one-time resources for one-time expenditures to maintain a structurally balanced budget and strong credit ratings.
- Provided capital finance management services to County departments to maintain a favorable standing in the capital market and prudent management of the County's debt portfolio.
- Managed and maintained a favorable credit quality rating and volatility rating for the San Diego County Treasurer's Pooled Money Fund by protecting the pool investments against losses through the execution of prudent and conservative investment policies.
- Provided resources for the provision of services to the public through the collection of revenue from the assessment of property, processing Documentary Transfer Taxes, associated property taxes, and Recording and County Clerk fees.

- Provided fair and uniform assessment of all property within San Diego County to ensure full valuation and compliance with property tax laws.
- Achieved a pre-trial dismissal of over 50% of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits against the County in the early stages of the litigation in order to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other miscellaneous litigation costs.
- Provided 150 training sessions for County departments to assist with the goal of avoiding or mitigating risks of liability associated with program operation and performance of duties.
- Collected 98% of secured taxes and 99% of unsecured taxes.

Required Discipline – Accountability/Transparency

- Obtained the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada, demonstrating that visible, clear, and comprehensible decisions related to resource allocation are made by the County on behalf of its citizens.

Required Discipline – Skilled, Competent Workforce

- Worked with the Federal Mediation and Conciliation Service and Service Employees International Union (SEIU), Local 2028 to enhance existing Labor/Management Committees.
- Benchmarked turnover rates with comparable organizations to determine the County's success in the retention of a skilled and competent workforce. Developed appropriate retention strategies as necessary.
- Conducted process analyses of recruitment, selection and compensation activities to improve efficiency and effectiveness of core human resources processes.



- Provided over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provided over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.
- Issued 12 or more County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.
- Provided over 80 training sessions for HHSA social workers and other staff to assist them in the performance of their duties in accordance with State law.

Required Discipline – Information Management

- Reviewed successful RFP solicitations, seek approval by the Board of Supervisors, and award a contract to replace the existing System Managed Accounts Receivable and Trust (SMART) system.
- Awarded a contract to replace the existing Property Tax System.
- Continued with implementation of remaining phases of the Enterprise Resource Planning (ERP) project.
- Implemented an automated Recording System to increase productivity and enhance efficiency within Assessor/Recorder/County Clerk and make information readily accessible to the public.
- Recorded, maintained and provided access to information regarding actions taken by the Board of Supervisors and other official County records and actions.
- Developed a replacement for the Clerk of the Board Assessment Appeals (CBAA) software system as a part of the new property tax administration system project.

- Implemented a web-based open enrollment process available to County employees for the selection of and update of health benefits.
- Converted hardcopy records and reports to electronic images.
- Purchased and implement a Countywide Integrated Electronic Payment system to streamline payment processing and access by the public.

Required Discipline –Customer Satisfaction

- Achieved a customer satisfaction survey result of a minimum of 95%.
- Recorded, archived, and made available all vital records to the public.

2005-07 Objectives

Required Discipline – Fiscal Stability

- Provide superior financial services for the County of San Diego that ensures financial integrity, promotes accountability in government, and maintains the public trust.
- Deliver the highest quality legal services to our clients as efficiently and economically as possible to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

Required Discipline –Customer Satisfaction

- Create, maintain and provide County official records, and fair and uniform assessments of all properties in San Diego County so that all citizens and customers may benefit from superior government services.
- Provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency, and value while maintaining the highest levels of customer service and satisfaction.



Required Discipline – Information Management

- Provide Information Technology support to County departments so that they may continue to provide superior services to the citizens of San Diego County.

Required Discipline – Skilled, Competent Workforce

- Provide and retain a skilled and competent workforce to County of San Diego Departments so that they may continue to deliver superior services to San Diego County residents.

Required Discipline – Accountability/Transparency

- Maintain taxpayer confidence in San Diego County government by providing clear, timely, and accurate communication on the County's performance.

Executive Office Changes from 2004-05 Adopted

Staffing

Proposed decrease of 3.00 staff years due to the transfer of 2.00 staff years to the Department of Human Resources to support the Countywide staff training and development program for the Enterprise Resource Planning (ERP) System and the transfer of 1.00 staff year to Auditor and Controller to maintain the new timekeeping system.

Expenditures

Expenditures are proposed to decrease by \$2.0 million.

- Proposed net increase in Salaries and Benefits of \$0.4 million due to negotiated salary and benefit increases offset by the reduction of 3.00 staff years.
- Proposed decrease of \$2.2 million in Services and Supplies costs due to a decrease in one-time information technology costs as a result of further implementation of the ERP and the related decline in the maintenance and support of the legacy systems.
- The proposed Management Reserves of \$1.8 million is to be used for one-time projects related to the implementation or licensing of the ERP.

Revenues

Revenues are proposed to decrease by \$2.0 million.

- The proposed \$2.0 million in Fund Balance is to be used to fund one-time information technology projects.
- Proposed increase of \$1.8 million in General Revenue Allocation for the ongoing maintenance and support of the ERP and time-keeping systems.



Finance and General Government Group & Executive Office

Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Finance & Genl Govt Exec Offices	24.00	21.00	(12.50)	21.00	0.00
Board of Supervisors	59.00	59.00	0.00	59.00	0.00
Assessor / Recorder / County Clerk	462.00	462.00	0.00	462.00	0.00
Treasurer / Tax Collector	123.00	123.00	0.00	123.00	0.00
Chief Administrative Office	15.50	15.50	0.00	15.50	0.00
Auditor and Controller	256.00	257.00	0.39	257.00	0.00
County Technology Office	17.00	15.00	(11.76)	15.00	0.00
Civil Service Commission	4.00	4.00	0.00	4.00	0.00
Clerk of the Board of Supervisors	37.00	37.00	0.00	37.00	0.00
County Counsel	135.00	137.00	1.48	137.00	0.00
Grand Jury	1.00	1.00	0.00	1.00	0.00
Human Resources	112.00	118.00	5.36	118.00	0.00
Media and Public Relations	22.00	22.00	0.00	22.00	0.00
Total	1,267.50	1,271.50	0.32	1,271.50	0.00



Finance and General Government Group & Executive Office

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Finance & Genl Govt Exec Offices	\$ 17,503,894	\$ 16,389,307	(6.37)	\$ 14,394,281	(12.17)
Board of Supervisors	6,179,860	6,072,107	(1.74)	6,052,974	(0.32)
Assessor / Recorder / County Clerk	45,540,080	46,214,380	1.48	47,577,535	2.95
Treasurer / Tax Collector	14,493,592	15,307,637	5.62	15,284,923	(0.15)
Chief Administrative Office	3,986,672	4,311,912	8.16	4,233,661	(1.81)
Auditor and Controller	25,628,882	27,927,235	8.97	27,378,135	(1.97)
County Technology Office	116,577,235	122,593,014	5.16	107,273,030	(12.50)
Civil Service Commission	412,766	563,318	36.47	555,870	(1.32)
Clerk of the Board of Supervisors	5,594,619	6,446,254	15.22	6,400,226	(0.71)
County Counsel	19,071,831	19,691,493	3.25	20,126,489	2.21
Grand Jury	511,630	570,283	11.46	573,013	0.48
Human Resources	18,234,661	19,527,623	7.09	19,494,717	(0.17)
Media and Public Relations	2,369,952	2,602,205	9.80	2,586,093	(0.62)
CAC Major Maintenance	375,000	834,949	122.65	225,000	(73.05)
Total	\$ 276,480,674	\$ 289,051,717	4.55	\$ 272,155,947	(5.85)



Finance and General Government Group & Executive Office

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Executive Offices	24.00	21.00	(12.50)	21.00	0.00
Total	24.00	21.00	(12.50)	21.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Executive Offices	\$ 17,503,894	\$ 16,389,307	(6.37)	\$ 14,394,281	(12.17)
Total	\$ 17,503,894	\$ 16,389,307	(6.37)	\$ 14,394,281	(12.17)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 2,371,295	\$ 3,670,971	54.81	\$ 3,614,490	(1.54)
Services & Supplies	13,132,599	10,918,336	(16.86)	8,979,791	(17.75)
Management Reserves	2,000,000	1,800,000	(10.00)	1,800,000	0.00
Total	\$ 17,503,894	\$ 16,389,307	(6.37)	\$ 14,394,281	(12.17)

Budget by Categories of Revenue

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Reserve/Designation Decreases	3,238,200	3,238,200	0.00	2,201,400	(32.02)
Fund Balance	5,820,000	2,000,000	(65.64)	2,836,800	41.84
General Revenue Allocation	8,445,694	11,151,107	32.03	9,356,081	(16.10)
Total	\$ 17,503,894	\$ 16,389,307	(6.37)	\$ 14,394,281	(12.17)



Board of Supervisors



Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the county.

Board General Office

The Board General Office, under direction from the Clerk of the Board of Supervisors, provides support to the main reception area of the Board of Supervisors.

District 1

Supervisor Greg Cox represents more than 611,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Crown Point on Mission Bay in the north to the U.S./Mexico international border. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and part of Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and East Otay Mesa.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government work for citizens by being effective, responsible and accountable to taxpayers while ensuring its accessibility and responsiveness to residents. Supervisor Cox's staff assists him in policy development, research, and review of the

County budget and operations. The District 1 budget reflects the appropriate professional staffing level for policy analysis and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government to better serve residents by increasing coordination among public safety resources to better protect residents and fight child and elder abuse; bringing innovation and reform to the County's welfare system; actively promoting the well-being of children, youth and families by creating more opportunities to succeed through projects like the San Pasqual Academy; ensuring the long-term environmental health of the region's beaches and bays through Project Clean Water; developing relationships across the international border with Mexico to address issues of bi-national significance; and preserving open space while providing recreational opportunities through the creation of the Otay Valley Regional Park, and the expansion of the Sweetwater River Regional Park, and the Tijuana River Valley Regional Park.

District 2

Supervisor Dianne Jacob represents more than 565,000 residents, including 263,000 unincorporated residents, living in 2,000 square miles of the majestic eastern portion of San Diego County. The Second Supervisorial District is geographically the largest of the five supervisorial districts with more unincorporated area residents than the other four districts combined. The Second District includes the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, Del Cerro, Grantville in the City of San Diego; the unincorporated communities of



Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate and Vallecitos; as well as the Indian Reservations of Barona, Campo, Ewiiapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Santa Ysabel, Sycuan and Viejas. Because of the large unincorporated areas in the Second District where residents rely on County government for most local government services, residents have more contact and request more services from their County Supervisor than in more urbanized districts.

District 3

Chairwoman Pam Slater-Price represents more than 600,000 residents in a district encompassing an expansive area that includes large parts of coastal and inland North County and most of suburban San Diego, as well as vital institutions such as the University of California San Diego (UCSD) and the technology/medical/scientific hub that has grown up around it in Sorrento Valley, Mira Mesa, and La Jolla.

The supervisor represents diverse communities and constituencies in Escondido and Mira Mesa, respectively; the eclectic community of Pacific Beach; semi-rural areas in Encinitas and Escondido; distinct beach communities along Highway 101; the bedroom communities of Scripps Ranch, Mira Mesa, and Sabre Springs; older San Diego neighborhoods like Navajo and San Carlos; and La Jolla.

The services provided by the County in her district are various and crucial. The County provides law enforcement services for the cities of Del Mar, Solana Beach, and Encinitas, and there are often issues relating to those services that the supervisor is asked to address. Constituents frequently contact the office to ask for assistance with health and welfare services. An increasing number of residents

throughout the district call the office with requests to assist them with cases before the Department of Child Support Services. There are also four County libraries within the Third District.

In addition, the district has a unique blend of urban, suburban, semi-rural, and open space areas. Maintaining the balance between these areas requires that the supervisor be actively engaged in issues relating to growth and habitat preservation. This includes participation in numerous boards, commissions and Joint Power Agreements (JPAs) charged with managing open space areas. Supervisor Slater-Price has also taken a leadership role in helping to bring the cities within her district together in order to resolve issues relating to traffic and beach erosion. Finally, as the representative of communities directly threatened by wildfires, she has a strong interest in public safety and environmental issues dealing with fire abatement and service response.

With the onset of significant fiscal problems at both the State and federal levels, an increasing number of non-profits and business organizations are turning to the supervisor for help with funding. In response, the supervisor has become involved in various health, charitable, community, and service organizations that provide vital services to constituents in her district and to residents throughout the county. She has also taken a leadership role in issues that affect the county as a whole, such as military base closures.

Given the scope of the supervisor's duties, her office budget reflects staffing needs commensurate with demand. District Three includes a wide variety of commercial, educational, environmental, socio-economic, and political interests that require professional and timely attention. The district office as currently constituted enables Chairwoman Slater-Price to provide her constituents with access to appropriate County functions such as law enforcement, health and human services, child support services, environmental protection, economic development, and libraries.



District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. More than 590,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster children and preserving public safety, to making sure that the County of San Diego remains one of the best managed counties in America. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, air quality, water quality, probation, and operation of the jail system. The County's Fourth Supervisorial District spans almost 70 square miles, extending north to University City, west to Old Town, east to the College Area, and south to Paradise Hills. The district also includes the neighborhoods of Bay Park, Chollas View, City Heights, part of Downtown San Diego, Encanto, Hillcrest, Golden Hill, Kearny Mesa, Kensington, Linda Vista, Little Italy, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park and the world-famous San Diego Zoo.

District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of

nature, industry, resorts, golf courses, fine restaurants, and agriculture. Nearly 587,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved health care, public safety and strong relationships with faith-based groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Costa, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands, and the United States Naval Weapons Station at Fallbrook. Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry (the fourth most important in the county) in the Fifth District, with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded, inland valleys and farmers plant



and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista and San Marcos. Many of the

major golf club makers are also part of the business success of the Fifth District. Supervisor Horn is committed to property rights, public safety, balanced growth, traffic relief and properly using our natural resources.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Board of Supervisors District 1	10.00	10.00	0.00	10.00	0.00
Board of Supervisors District 2	11.00	11.00	0.00	11.00	0.00
Board of Supervisors District 3	11.00	11.00	0.00	11.00	0.00
Board of Supervisors District 4	12.00	12.00	0.00	12.00	0.00
Board of Supervisors District 5	13.00	13.00	0.00	13.00	0.00
Board of Supervisors General Offices	2.00	2.00	0.00	2.00	0.00
Total	59.00	59.00	0.00	59.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Board of Supervisors District 1	\$ 1,027,346	\$ 1,027,346	0.00	\$ 1,027,346	0.00
Board of Supervisors District 2	1,054,121	1,054,121	0.00	1,054,121	0.00
Board of Supervisors District 3	1,015,560	1,015,560	0.00	1,015,560	0.00
Board of Supervisors District 4	1,027,346	1,027,346	0.00	1,027,346	0.00
Board of Supervisors District 5	1,114,642	1,114,642	0.00	1,114,642	0.00
Board of Supervisors General Offices	940,845	833,092	(11.45)	813,959	(2.30)
Total	\$ 6,179,860	\$ 6,072,107	(1.74)	\$ 6,052,974	(0.32)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 5,343,775	\$ 5,281,455	(1.17)	\$ 5,284,857	0.06
Services & Supplies	836,085	790,652	(5.43)	768,117	(2.85)
Total	\$ 6,179,860	\$ 6,072,107	(1.74)	\$ 6,052,974	(0.32)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
General Revenue Allocation	6,179,860	6,072,107	(1.74)	6,052,974	(0.32)
Total	\$ 6,179,860	\$ 6,072,107	(1.74)	\$ 6,052,974	(0.32)



Assessor/Recorder/County Clerk



Department Description

The Assessor is mandated by the Constitution of the State of California to establish values and maintain records on all taxable property within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index, and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, to issue marriage licenses, offer civil marriage ceremonies, and to provide certified copies of vital records including birth certificates.

Mission Statement

To have fair and uniform assessments of all property, to obey and fully implement all property tax laws, and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted to provide for the efficient distribution of vital records to the public.

2004-05 Accomplishments

Strategic Initiative – Kids

- Collected revenue to support children's health services, such as the prevention of fetal and infant deaths.
- Recorded judgments to collect funds from parents, delinquent with their child support payments.
- Helped the County's abused and neglected children by donating money collected from wedding photo fees to the Polinsky Children's Center.
- Supported the Battered Children's Fund by collecting fees funding the program.

Strategic Initiative – The Environment

- Collected the Fish and Game filing fees that defray the costs of fish and wildlife resource management.

Strategic Initiative – Safe and Livable Communities

- Supported County Criminal Justice services by collecting fees funding the programs.
- Collected the fees funding the District Attorney's efforts to combat real estate fraud.
- Collected the marriage license fees funding Domestic Violence programs.

Required Discipline – Fiscal Stability

- Ensured that the County remained fiscally sound by accurately assessing property, processing Documentary Transfer Taxes, and collecting associated property taxes and recording fees.
- Maintained fair and full valuation of all property within San Diego County.

Required Discipline – Customer Satisfaction

- Continued high customer service with over 94% positive Customer Survey results.

Required Discipline-Information Management

- Implemented an automated Recording System to enhance efficiency.



2005-07 Objectives

Strategic Initiative – Kids, The Environment, and Safe and Livable Communities

- Record property ownership that enables access to public ownership information in a timely manner to facilitate the buying, selling, and financing of property.
- Locate, identify, and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules, and regulations.
- Record births, deaths, marriages, and Fictitious Business Name statements, which enable the public and businesses to establish identity in order to conduct their affairs in a timely manner.

Required Discipline – Fiscal Stability

- Collect, distribute, and account for all mandated fees and transfer taxes so County departments, federal and State agencies, cities, and special districts can fulfill their legally mandated responsibilities.

Changes from 2004-05 Adopted

Staffing

There are no proposed staffing changes.

Expenditures

Expenditures are proposed to increase by a net \$0.7 million due to:

- Proposed increase of \$1.2 million in Salaries and Benefits due to negotiated labor agreements.
- Proposed decrease of \$0.6 million in Services and Supplies due to fewer maintenance projects and reduced information technology costs as a result of newer, more efficient systems.
- No change in Management Reserves. The proposed \$0.2 million will be used for one-time projects.

Revenues

Revenues are proposed to increase by a net \$0.7 million due to:

- Proposed increase of \$2.1 million in Charges for Current Services Property Tax Administration revenue to fund one-time projects.
- Proposed decrease of \$1.5 million in General Revenue Allocation.
- No change in Fund Balance. The proposed \$0.2 million will be used for one-time projects.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Appraisals Performed *	125,000	150,000	N/A	N/A
Business Audits Performed*	1,000	1,000	N/A	N/A
Number of Documents Recorded/Examined*	1,300,000	1,200,000	N/A	N/A
Recorded Documents and Vital Records copied*	295,000	400,000	N/A	N/A
Fictitious Business Name Filings*	35,000	37,000	N/A	N/A
% of ownership records indexed within two business days.**	N/A	N/A	95%	95%
% rating achieved on the State Board of Equalization Valuation Survey samples. **	N/A	N/A	95%	95%
% of mandated assessments completed by close of annual tax roll. **	N/A	N/A	100%	100%
% Vital Records certificates and licenses indexed within 48 hours of receipt.**	N/A	N/A	95%	95%

* These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome – based performance.

** These measures are new as of Fiscal year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Property Valuation ID	294.50	294.50	0.00	294.50	0.00
Recorder / County Clerk	131.00	131.00	0.00	131.00	0.00
Public Information Services	19.50	19.50	0.00	19.50	0.00
Management Support	17.00	17.00	0.00	17.00	0.00
Total	462.00	462.00	0.00	462.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Property Valuation ID	\$ 28,543,514	\$ 28,716,095	0.60	\$ 29,558,583	2.93
Recorder / County Clerk	12,436,187	12,295,561	(1.13)	12,671,236	3.06
Public Information Services	1,525,522	1,559,655	2.24	1,603,741	2.83
Management Support	3,034,857	3,643,069	20.04	3,743,975	2.77
Total	\$ 45,540,080	\$ 46,214,380	1.48	\$ 47,577,535	2.95

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 33,915,509	\$ 35,147,596	3.63	\$ 36,462,851	3.74
Services & Supplies	11,424,571	10,866,784	(4.88)	10,914,684	0.44
Management Reserves	200,000	200,000	0.00	200,000	0.00
Total	\$ 45,540,080	\$ 46,214,380	1.48	\$ 47,577,535	2.95

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	200,000	200,000	0.00	—	(100.00)
Licenses Permits & Franchises	440,000	440,000	0.00	440,000	0.00
Revenue From Use of Money & Property	140,000	140,000	0.00	140,000	0.00
Charges For Current Services	38,538,807	40,707,137	5.63	38,572,392	(5.24)
Miscellaneous Revenues	30,000	30,000	0.00	30,000	0.00
General Revenue Allocation	6,191,273	4,697,243	(24.13)	8,395,143	78.72
Total	\$ 45,540,080	\$ 46,214,380	1.48	\$ 47,577,535	2.95

Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector (TTC) provides investment, banking, and other financial services to public agencies located within the County of San Diego and collects all local property taxes. The office manages an estimated \$4.0 billion in investment funds, bills and collects \$2.9 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves as paying agent and fiscal agent for various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency, and value while maintaining the highest levels of customer service and satisfaction.

2004-05 Accomplishments

Strategic Initiative – Kids

- Implemented the Deferred Compensation business plan to expand and improve education, information and services for employees and their families.
- Conducted three Financial & Investment Educational Symposiums for more than 1,000 attendees, to expand and improve education, information and services for employees and their families.
- Worked toward development of financial literacy program for kids in elementary schools throughout the County. This initiative is in coordination with the banking services contract for the County. Completion pending final implementation of new Countywide banking services.

Strategic Initiative – The Environment

- Worked towards converting hardcopy records and reports to electronic images to conserve natural resources but evaluation indicated this project would not be cost effective due to the significant cost of conversion.
- Worked towards purchase and implementation of a Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources. This initiative is in coordination with the banking services contract for the County. Completion pending final implementation of new Countywide banking services.

Required Discipline – Fiscal Stability

- Collected 98% of secured taxes and 99% of unsecured taxes.
- Reviewed and evaluated custody services and deferred compensation plan management services. The evaluation of custody services is on-hold pending final implementation of new Countywide banking services. Dramatic changes have been made to a portion of the deferred compensation plan management services resulting in significant savings to the County and plan participants. Evaluation will continue in Fiscal Year 2005-06.



Required Discipline – Information Management

- Continued development of Integrated Property System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

Required Discipline - Continuous Improvement

- Collaborated with the Enterprise Resource Planning team to automate the wire transfer process.
- Streamlined banking processes by partnering with primary banking services provider to automate and consolidate existing processes.

Required Discipline - Customer Satisfaction

- Redesigned tax bills to improve their readability and clarity.
- Redesigned and enhanced the departmental website to increase customer satisfaction, including a Spanish version of the website.
- Enhanced the Interactive Voice Response (IVR) system to improve customer satisfaction, including a Spanish version of the IVR.
- Implemented the Treasurer's Monthly Management package including an online Treasurer's Monthly Management Report and Pooled Money Fund Portfolio Newsletter for full disclosure and education.
- Implemented departmentwide communication procedures to be followed by managers and employees to ensure smooth operations.

2005-07 Objectives

Required Discipline – Fiscal Stability

- Manage banking services for public entities and County departments to provide accurate recording of all funds on deposit and to facilitate daily reconciliation of funds in order to safeguard public funds and maintain public trust.

- Invest public monies held in the Treasury to maximize cash resources, without sacrificing the safety of principle or liquidity in order to continue to fund the delivery of superior services throughout the San Diego County region.
- Provide broad-based financial and consulting services to public agencies within the San Diego County region so they can make informed decisions that minimize taxpayer cost when issuing debt, and to ensure correct and timely payments to bond holders.
- Issue bills and notice to San Diego County taxpayers in order to collect the resources necessary to pay for publicly funded services.
- Receive and process payments in order to deposit funds in a timely manner in order to optimize investment opportunities on behalf of San Diego taxpayers.

Required Discipline – Information Management

- Coordinate an eCommerce initiative for the County of San Diego that will standardize processing of credit card and check payments through a web-based system, in order to minimize cost to the County.
- Continue to implement the Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources.
- Continue participation in the development of an Integrated Property Tax System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

Changes from 2004-05 Adopted

Staffing

There are no proposed changes in staffing.

Expenditures

Expenditures are proposed to increase by \$0.8 million due to:



- Proposed increase of \$0.5 million in Salaries and Benefits due to negotiated labor agreements and the reclassification of 11 positions in midyear Fiscal Year 2004-05 to create an Investment Accounting unit to support of the new automated wire transfer process.
- Proposed increase of \$0.3 million in Services and Supplies due to planned information technology projects related to the new Countywide banking services, the implementation of toll-free calling services for County residents, and the automation of a bond tracking system.
- No change in Management Reserves. The proposed \$0.2 million will be used for one-time operational needs.

Revenues

Revenues are proposed to increase by \$0.8 million due to:

- Proposed increase of \$0.2 million in Charges for Current Services due to an anticipated increase in property tax administration revenue.
- No change in Fund Balance. The proposed \$0.2 million will be used for one-time operational needs.
- Proposed increase of \$0.6 million in General Revenue Allocation to fund increased expenditures noted above.

Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Secured Taxes Collected (% of total)	98%	99%	98%	98%
Unsecured Taxes Collected (% of total)	99%	97%	97%	99%
Rate of Return on Investment Pool (%)	1.75%	2.25%	3.00%	3.25%
On-time and accurate payments to bond holders*	N/A	N/A	100%	100%
Customer Satisfaction Ratings (1-5, 5 being highest)	4.8	4.8	4.8	4.8

* This measures is new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Treasury	30.00	30.00	0.00	30.00	0.00
Tax Collection	82.00	82.00	0.00	82.00	0.00
Administration - Treasurer / Tax Collector	11.00	11.00	0.00	11.00	0.00
Total	123.00	123.00	0.00	123.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Treasury	\$ 5,250,726	\$ 5,506,160	4.86	\$ 5,517,106	0.20
Tax Collection	7,806,332	8,247,275	5.65	8,315,891	0.83
Administration - Treasurer / Tax Collector	1,436,534	1,554,202	8.19	1,451,926	(6.58)
Total	\$ 14,493,592	\$ 15,307,637	5.62	\$ 15,284,923	(0.15)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 8,812,330	\$ 9,328,326	5.86	\$ 9,592,733	2.83
Services & Supplies	5,481,262	5,779,311	5.44	5,492,190	(4.97)
Management Reserves	200,000	200,000	0.00	200,000	0.00
Total	\$ 14,493,592	\$ 15,307,637	5.62	\$ 15,284,923	(0.15)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	200,000	200,000	0.00	200,000	0.00
Fines, Forfeitures & Penalties	800,000	799,000	(0.13)	799,000	0.00
Charges For Current Services	8,478,837	8,707,620	2.70	8,757,620	0.57
Miscellaneous Revenues	100,700	100,700	0.00	100,700	0.00
General Revenue Allocation	4,914,055	5,500,317	11.93	5,427,603	(1.32)
Total	\$ 14,493,592	\$ 15,307,637	5.62	\$ 15,284,923	(0.15)

Chief Administrative Office



Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals, and objectives through the County's Agency and Groups.

Mission Statement

Work with the Board of Supervisors, public, and County employees to create a County government that is customer-focused and responsive to resident's needs and priorities, effectively implementing the policy direction of the Board of Supervisors and efficiently managing the day-to-day operations and functions of County Government.

2004-05 Accomplishments:

Throughout Fiscal Year 2004-2005, the Chief Administrative Officer used the principals and disciplines of the County's General Management System (GMS) to achieve and maintain operational excellence despite challenging circumstances. The Chief Administrative Officer and County management team:

- Achieved program needs outlined in the County's Strategic Plan, focusing on improving opportunities for children, protecting the environment and promoting safe and livable communities.
- Continued to manage operations using strict fiscal disciplines – such as maintenance of a structurally-balanced budget, limiting use of one-time funding to one-time projects, maintenance of prudent reserves and investing in preventive maintenance – earning the County of San Diego the highest credit ratings in the state.
- Managed organizational resources to maintain service levels and respond to changing needs without increasing staff years.
- Reversed the local and Statewide trend of double-digit workers' compensation increases, reducing County workers' compensation costs by 12% or \$3 million in Fiscal Year 2004-2005 through the Work Safe/Stay Healthy program.
- Improved professional development opportunities to ensure that the organization has a skilled, capable and diverse workforce – ready to meet future challenges and provide the public with consistent, quality public services.
- Sustained the County's commitment to accountability and transparency by maintaining the highest standards of accuracy in County financial reports and audits, responding to all Public Record Act requests, and maintaining the County's Office of Internal Affairs as an independent unit to investigate and report on allegations of improper government activity or discrimination.
- Vigorously advocated for the interests of San Diego County residents and businesses at the local, State, and federal level, obtaining State and federal funds for Homeland Security, fire fuel reduction, public safety, and programs for seniors and youth. Also, successfully fought proposed funding cuts for Probation and Child Support Services, as well as the imposition of new fees in unincorporated areas and the erosion of local control of land use matters.
- Achieved local, State and national recognition for government excellence. In Fiscal Year 2004-2005, San Diego County received over 70 awards including:



- 29 Achievements Awards from the National Association of Counties (2nd highest number of awards of the 106 U.S. counties recognized);
- One California State Association of Counties Challenge Award (one of only 10 awards given statewide);
- The San Diego County Taxpayers' Association Golden Watchdog Award;
- Four Emmy Awards from the National Association of Television Arts and Sciences/Pacific Southwest Chapter for excellence in government access television programs; and,
- Ranking of #1 on a list of the nation's most digital-savvy counties, according to the Center for Digital Government, the National Association of Counties (NACo) and Government Technology magazine.

Strategic Initiatives & Required Disciplines

Specific accomplishments relating to the County's three Strategic Initiatives and the Required Disciplines are summarized under each County Department which reports to the CAO through the County's five Business Groups: The Public Safety Group, Community Services Group, Land Use and Environment Group, Finance and General Government Group and the Health and Human Services Agency.

2005-07 Objectives

Strategic Initiatives & Required Disciplines:

Specific goals relating to the County's three Strategic Initiatives and the Required Disciplines are summarized under each County Department that reports to the CAO through the County's five Business Groups – the Public Safety Group, Community Services Group, Land Use and Environment Group, Finance and General Government Group, and the Health and Human Services Agency.

In addition, the Chief Administrative Office will continue to manage County operations using the fiscal disciplines outlined in the County's General Management System and will focus on improving business processes to provide more services with fewer dollars at a faster speed with a higher level of quality.

The Chief Administrative Office will also oversee the timely completion of public facilities throughout the region, will oversee the successful award of a follow-on contract for Countywide Information Technology services and will oversee labor negotiations with 24 bargaining units, in addition to efficiently and effectively implementing all policy decisions made by the Board of Supervisors.

Changes from 2004-05 Adopted

The changes outlined in this section are limited to the budget area assigned specifically to capture expenditures related to the immediate staff within the CAO's Department. They are not reflective of the overall County budget changes recommended by the Chief Administrative Officer.

Staffing

No changes are proposed in staffing.

Expenditures

Expenditures are proposed to increase by a net \$0.3 million due to:

- Proposed Salaries and Benefits increase of \$0.2 million due to negotiated labor agreements and the full funding of five partially funded existing positions;
- Proposed Services and Supplies increase of a net \$0.1 million due to cost of living adjustments in negotiated contracts and proposed increases in Internal Service Fund accounts offset by the transfer of the San Dieguito River Valley Membership to the Land Use & Environment Group.



Revenues

Revenues are proposed to increase by \$0.3 million due to:

- Proposed changes to revenue include a net increase in Charges for Current Services of \$0.01 million associated with increased reimbursement based on the cost allocation plan (A-87 charges);
- Proposed increase in General Revenue Allocation of \$0.3 million to fund increases noted above.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Executive Office	7.50	7.50	0.00	7.50	0.00
Office of Intergovernmental Affairs	4.00	4.00	0.00	4.00	0.00
Internal Affairs	4.00	4.00	0.00	4.00	0.00
Total	15.50	15.50	0.00	15.50	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Executive Office	\$ 1,606,021	\$ 1,655,227	3.06	\$ 1,674,866	1.19
Office of Intergovernmental Affairs	1,266,543	1,433,240	13.16	1,414,679	(1.30)
County Memberships and Audit	615,201	661,201	7.48	615,201	(6.96)
Internal Affairs	498,907	562,244	12.70	528,915	(5.93)
Total	\$ 3,986,672	\$ 4,311,912	8.16	\$ 4,233,661	(1.81)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 2,159,813	\$ 2,377,284	10.07	\$ 2,455,079	3.27
Services & Supplies	1,806,859	1,914,628	5.96	1,758,582	(8.15)
Management Reserves	20,000	20,000	0.00	20,000	0.00
Total	\$ 3,986,672	\$ 4,311,912	8.16	\$ 4,233,661	(1.81)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	20,000	20,000	0.00	20,000	0.00
Charges For Current Services	49,826	57,023	14.44	57,023	0.00
General Revenue Allocation	3,916,846	4,234,889	8.12	4,156,638	(1.85)
Total	\$ 3,986,672	\$ 4,311,912	8.16	\$ 4,233,661	(1.81)

Auditor and Controller



Department Description

The Auditor and Controller (A&C) Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department provides an integrated system of financial support services for all County departments, agencies and special districts including: accounting; cash management; payroll, accounts payable; cost accounting; and property tax services. The department performs independent operational, management, performance, and departmental audits and oversees contracts for audit services. Also, the department is responsible for the development, preparation, and monitoring of the County's Operational Plan and furnishes customer focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System (GMS) and County's Strategic Plan. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County.

Mission Statement

To provide superior financial services for the County of San Diego that ensures financial integrity, promotes accountability in government, and maintains the public trust.

2004-05 Accomplishments

Required Discipline - Regional Leadership

- Supported Community charitable causes that support and care for children. The department exceeded prior year collections for San Pasqual Academy, raising over \$8,000 for the Academy and Auditor and Controller personnel also continued to contribute to both the County Employees Charitable Organization (CECO) and the March of Dimes.

Required Discipline - Fiscal Stability

- Continued to provide value-added financial information and services to meet the operational, regulatory, and business requirements of our customers. Significant accomplishments included the following:
 - Completed the County's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ending June 30, 2004;
 - Distributed over \$100 million of tax increment revenue to redevelopment agencies and over \$1.4 billion in property taxes to school districts and taxing agencies; and
 - Completed and submitted the Fiscal Year 2004-05 line-item budget required by the State of California.
- Through prudent fiscal management and adherence to the General Management System (GMS) principles, the County has continued to maintain its strong bond ratings of AA- (Fitch and S&P) and A1 (Moody's).



- Facilitated the development of the two-year Operational Plan for Fiscal Years 2005-06 and 2006-07.

Required Discipline - Accountability /Transparency

- Expected to complete 100% of all mandatory audits and has issued audit advisories as requested by Group managers.

Required Discipline - Skilled, Competent Workforce

- Developed and updated annual employee development plans. These individual plans outline the core competency training and development objectives for the fiscal year. The department will exceed their Fiscal Year 2004-05 goal of completing 80% of identified curriculum.
- Developed courses as part of the Dynamic Management Seminars led by the Department of Human Resources that includes training County managers in areas of budgeting and debt management.

Required Disciplines - Continuous Improvement and Information Management

- Completed the procurement process and awarded a contract to replace the existing System Managed Accounts Receivable System (SMART). The replacement of the current system will significantly reduce annual maintenance costs and will improve overall collection activities.
- Participated in the procurement process that ultimately awarded a contract to replace the existing Property Tax System, in coordination with the Assessor/Recorder/ County Clerk, Treasurer-Tax Collector, and County Technology Office. The new Integrated Property Tax System will significantly improve the ability of the County to provide for the accurate assessment, collection, and apportionment of property taxes.

- Continued as an executive sponsor of the Enterprise Resource Planning (ERP) system implementation. The first phase of the timekeeping function was implemented, and included approximately 1,700 employees. The final completion date for the remaining phases is expected to be completed in Fiscal Year 2005-06.
- Initiated a business process re-engineering effort related to the purchasing and accounts payable functions throughout the County in conjunction with the Finance and General Government Group Executive Office. This effort is expected to create greater efficiencies within these functions, and will be completed in Fiscal Year 2005-06

2005-07 Objectives

Required Discipline - Regional Leadership

- Identify current and future revenue, cost and cash flow trends in order to facilitate the allocation of limited resources to San Diego County groups and departments to achieve the most effective use of taxpayer dollars.

Required Discipline - Fiscal Stability

- Provide timely and accurate accounting, payment and collection services for County departments and external agencies that are compliant to County policies, procedures, laws and regulations.
- Through prudent fiscal management and adherence to the GMS principles, maintain the County's strong bond ratings of AA- (Fitch and S&P) and A1 (Moody's).

Required Discipline - Accountability /Transparency

- Provide timely federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers to ensure accountability and transparency for San Diego County financial transactions.



- Provide audit services, including State mandated and operational/performance audits, that ensure the integrity of management control systems, consistent performance across the enterprise, and a better use of resources.

Changes from 2004-05 Adopted

Staffing

Proposed increase of 1.00 staff year. This is a result of fully funding two positions for operational needs, which had previously been partially funded with no proposed increase in total positions.

Expenditures

Expenditures are proposed to increase by \$2.3 million due to:

- Proposed increase of \$1.7 million in Salaries and Benefits due to negotiated labor agreements and fully funding two positions that had previously been partially funded.

- Proposed increase of \$0.6 million in Services & Supplies primarily due to new information technology projects needed to enhance existing accounting and reporting functionality and processes.
- No change in Management Reserves. The proposed \$0.2 million will be used for one-time projects.

Revenues

Revenues are proposed to increase by a net \$2.3 million due to:

- Proposed decrease of \$0.3 million in Intergovernmental Revenues, Charges for Current Services and Other Financing Sources. These changes reflect conservative projections correcting areas of revenue shortfalls in previous fiscal years.
- No change in Fund Balance. The proposed \$0.2 million will be used for one-time projects.
- Proposed increase of \$2.6 million General Revenue Allocation to offset expenditures increase and revenue decreases discussed above.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Complete 100% of Mandated Audits*	100%	100%	N/A	N/A
Implement Enterprise Resource Planning (ERP) Systems*	Continue Phase 5B – 6 Implementation	Complete Phase 5B-6 Implementation	N/A	N/A
Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments*	100%	100%	N/A	N/A
Maintain County Bond Rating*	AA-	AA-	N/A	N/A
Planning – Percent difference between projected and actual General Purpose Revenues**	N/A	N/A	3%	2.5%
Planning – Percent difference between projected and actual cash flows**	N/A	N/A	2%	1%
Processing – Percent of County payments processed within 5 days of receipt of invoice in Accounts Payable**	N/A	N/A	90%	92%
Reporting – Percent of reports/disclosures submitted on time**	N/A	N/A	95%	95%
Auditing - Percent of audit recommendations implemented in current fiscal year**	N/A	N/A	90%	92%

* These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome – based measures.

** These measures are new as of Fiscal year 2005-06 to better reflect outcome-based measures.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Audits	15.00	15.00	0.00	15.00	0.00
Office of Financial Planning	11.00	12.00	9.09	12.00	0.00
Accounting and Fiscal Control	102.00	102.00	0.00	102.00	0.00
Revenue and Recovery	106.00	105.50	(0.47)	105.50	0.00
Administration	22.00	22.50	2.27	22.50	0.00
Total	256.00	257.00	0.39	257.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Audits	\$ 1,833,187	\$ 2,079,815	13.45	\$ 2,061,627	(0.87)
Office of Financial Planning	1,607,311	1,982,158	23.32	1,909,210	(3.68)
Accounting and Fiscal Control	9,259,882	9,490,463	2.49	9,556,746	0.70
Revenue and Recovery	9,369,900	9,826,268	4.87	9,833,317	0.07
Administration	3,558,602	4,548,531	27.82	4,017,235	(11.68)
Total	\$ 25,628,882	\$ 27,927,235	8.97	\$ 27,378,135	(1.97)

Budget by Categories of Expenditures

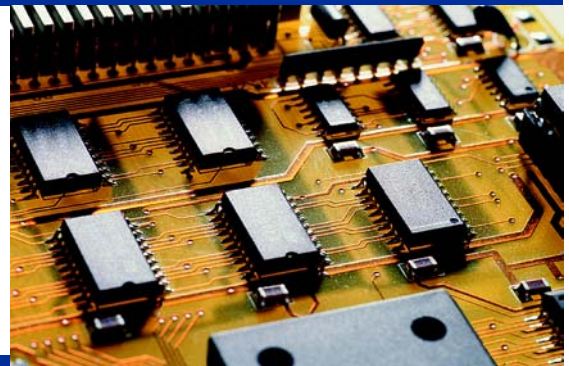
	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 18,536,932	\$ 20,266,231	9.33	\$ 20,704,412	2.16
Services & Supplies	6,871,950	7,441,004	8.28	6,473,723	(13.00)
Other Charges	20,000	—	(100.00)	—	0.00
Capital Assets Equipment	—	20,000	N/A	—	(100.00)
Management Reserves	200,000	200,000	0.00	200,000	0.00
Total	\$ 25,628,882	\$ 27,927,235	8.97	\$ 27,378,135	(1.97)



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	200,000	200,000	0.00	200,000	0.00
Intergovernmental Revenues	80,000	18,500	(76.88)	18,500	0.00
Charges For Current Services	6,667,920	6,414,181	(3.81)	6,462,723	0.76
Miscellaneous Revenues	626,776	660,939	5.45	660,939	0.00
Other Financing Sources	25,000	—	(100.00)	—	0.00
General Revenue Allocation	18,029,186	20,633,615	14.45	20,035,973	(2.90)
Total	\$ 25,628,882	\$ 27,927,235	8.97	\$ 27,378,135	(1.97)

County Technology Office



Department Description

The County Technology Office (CTO) ensures the County's Information Technology (IT) and telecommunications needs are met by overseeing the Pennant Alliance contract and provides strategic direction, operational planning, and support to user departments.

Mission Statement

To provide Information Technology support to County Departments so that they may continue to provide superior services to the citizens of San Diego County.

2004-05 Accomplishments

Strategic Initiatives – Kids

- Supported the San Diego Futures Foundation providing technology to organizations that promote the well-being of kids.

Required Discipline - Fiscal Stability

- Reduced IT Application Maintenance Costs by developing a process, utilizing Information Technology Investment Management (ITIM), to ensure application investments target reductions in maintenance and support costs.

Required Discipline - Customer Satisfaction

- Increased CTO customer satisfaction results on surveys from 90% to 95% response.

Required Discipline - Regional Leadership

- Demonstrated regional leadership by participating in the regional meetings between County, City, Port, and Airport Chief Information Officers.

Required Discipline - Accountability/Transparency

- Used information technology as a tool to provide County departments and the public access to information.

Required Discipline - Essential Infrastructure

- Maintained the essential IT infrastructure required by County departments.

Required Discipline - Information Management

- Assisted County departments in identifying commercial-off-the-shelf (COTS) software that meets their needs.
- Continued to manage the implementation of the Enterprise Resource Planning (ERP) systems and the Integrated Property Tax System.

2005-07 Objectives

Required Discipline - Information Management

- Provide enterprise and department planning which enables County departments to leverage common technologies, conform to County IT standards, and implement best-value solutions (for delivery of services).
- Manage the final deployment for the remaining modules of the ERP system and the development of the Integrated Property Tax System.

Required Discipline - Essential Infrastructure

- Provide technology management services that enable County departments to successfully implement projects on time, within budget, and that work as planned.
- Provide the IT infrastructure and applications service model to support departmental needs.



Required Discipline - Customer Satisfaction

- Provide technology (IT) support that allows County departments to deliver uninterrupted services to their customers.

Required Discipline - Fiscal Stability

- Oversee the County's Technology Outsourcing Contract in order to ensure fair, responsible use of taxpayer resources and to attain the best value for the County's investment.

Changes from 2004-05 Adopted

Staffing

- Proposed net decrease of 2.00 staff years to align staffing with current workload.

Expenditures

Expenditures are proposed to increase by \$6.0 million due to:

- Proposed net increase of \$0.03 million in Salaries and Benefits due to negotiated labor agreements offset by the reduction of 2.00 staff years;
- Proposed net increase of \$5.7 million in Services and Supplies is primarily due to the payment of development and implementation costs of the Integrated Property Tax System, and costs related to the solicitation, negotiation and contracting of a new multi-year information technology outsourcing agreement due to the ending of the contract term of the existing outsourcing contract. The increase is also due to the payment of amounts due for the ERP system implementation, contractual cost of

living adjustments, and an increase in planned applications development projects in various departments; and

- Proposed increase of \$0.3 million in Management Reserves for a total of \$0.5 million for the funding of unplanned enterprise information technology initiatives that may be required during the fiscal year.

Revenues

Revenues are proposed to increase by \$6.0 million due to:

- Proposed increase in Charges for Current Services of \$2.7 million reflects the contractual cost of living adjustments and planned applications development projects in various departments;
- Proposed increase in Other Financing Sources of \$2.5 million is due to the planned use of bond proceeds for the payment of the ERP system;
- Proposed decrease of \$0.8 million in Fund Balance. The remaining \$3.9 million will primarily be used to fund development and implementation costs of the Integrated Property Tax System, and costs related to the solicitation, negotiation and contracting of a new multi-year information technology outsourcing agreement; and
- Proposed increase of \$1.6 million in General Revenue Allocation is due to an increase in resources allocated for recurring costs related to information technology systems maintenance and support costs managed by the department, and other professional services costs in the department.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Number of Groups trained in the use of applications investment tracking*	2	2	N/A	N/A
Number of days contract disputes remain open*	20	17	N/A	N/A
Number of desktops refreshed* ¹	3,000	2,752	N/A	N/A
Number of IT Guiding Principles implemented*	5	5	N/A	N/A
Number of days for CTO workorder authorization*	5	5	N/A	N/A
Number of servers refreshed* ¹	85	92	N/A	N/A
Number of County departments receiving IT Planning Support Services**	N/A	N/A	20	25
% Of projects implemented on time**	N/A	N/A	95%	95%
% Of projects implemented within budget**	N/A	N/A	95%	95%
% Of Customers who report satisfaction with Contactor Support Services**	N/A	N/A	90%	95%
% Of Contract Disputes resolved within Contract Specified Timeframes**	N/A	N/A	95%	95%

* These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome-based performance.

** These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.

¹ Number of items to be refreshed is a contractual obligation for a percentage of desktops/servers to be refreshed in County environment at the beginning of each year. "Refresh" essentially means to replace aging hardware and to update software to a more recent version.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
CTO Office	17.00	15.00	(11.76)	15.00	0.00
Total	17.00	15.00	(11.76)	15.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
CTO Office	\$ 4,811,698	\$ 8,645,060	79.67	\$ 4,540,812	(47.48)
Information Technology Internal Service Fund	111,765,537	113,947,954	1.95	102,732,218	(9.84)
Total	\$ 116,577,235	\$ 122,593,014	5.16	\$ 107,273,030	(12.50)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 2,490,207	\$ 2,522,866	1.31	\$ 2,592,502	2.76
Services & Supplies	113,887,028	119,570,148	4.99	104,480,528	(12.62)
Management Reserves	200,000	500,000	150.00	200,000	(60.00)
Total	\$ 116,577,235	\$ 122,593,014	5.16	\$ 107,273,030	(12.50)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	4,700,000	3,900,000	(17.02)	574,956	(85.26)
Intergovernmental Revenues	10,647,500	10,562,000	(0.80)	10,562,000	0.00
Charges For Current Services	90,530,981	93,296,848	3.06	91,029,112	(2.43)
Miscellaneous Revenues	3,500	4,000	14.29	4,000	0.00
Other Financing Sources	8,136,450	10,638,000	30.74	1,690,000	(84.11)
General Revenue Allocation	2,558,804	4,192,166	63.83	3,412,962	(18.59)
Total	\$ 116,577,235	\$ 122,593,014	5.16	\$ 107,273,030	(12.50)

Civil Service Commission



Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors and is supported by a small staff.

Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

2004-05 Accomplishments

Required Discipline – Customer Satisfaction

- Provided our customers with prompt hearings that were fair, efficient, and resulted in legally sound decisions.
- Received positive ratings in 95% of customer satisfaction surveys.
- Identified opportunities to increase customer satisfaction through the use of improved customer surveys.
- Worked with the Department of Human Resources and County Counsel to make administrative updates to the Civil Service Rules.
- Improved and updated the Commission website by including Commission meeting agendas and expanding the meeting minutes online by an additional two years.
- Started the process of automating current and past Commission meeting minutes and case findings into an easily searchable database.
- Explored and implemented more effective and efficient ways of providing consistently excellent services to our customers through the use of technology and an improved customer focus.

Required Discipline – Accountability/Transparency

- Decisions made by the Commission took into consideration fairness, due process, and County liability.
- Updated format of Commission agendas, minutes, case findings, document registry, and hearing introductory statement.

Required Discipline –Skilled, Competent Workforce

- Commission staff successfully completed training relating to: Kronos timekeeping system; Oracle Financials system; County Counsel legal workshops; Ralph M. Brown Act open meeting law implementation; universal waste workshop; performance measures workshop; and various professional human resources seminars.
- Seamlessly transitioned to new Executive Officer of the Civil Service Commission, the first such transition in over 23 years.

Required Discipline – Fiscal Stability

- Continuously monitored office operations and identified and utilized cost-saving measures.
- Partnered with County Counsel and the Assessor/Recorder/County Clerk to share costs and maximize efficient use of resources.

2005-07 Objectives

Required Discipline – Customer Satisfaction

- Maintain a positive customer satisfaction rating of 95% or above.



- Provide our customers with prompt hearings that are fair, impartial, and efficient, resulting in legally sound decisions.
- Expand the Commission's website and the use of technology to be more effective and efficient in providing consistently excellent services to our customers.
- Work with the Department of Human Resources, Labor Relations and County Counsel in ongoing updates of the Civil Service Rules.
- Complete the automation of current and past Commission meeting minutes and case findings into an easily searchable database.

Required Discipline – Accountability/Transparency

- Maintain the number of Commission decisions overturned by the Court below 10% of all decisions.
- Ensure all decisions made by the Commission will take into consideration fairness, due process, and County liability. The decisions will be thoroughly reviewed by Commissioners, staff and County Counsel.

Required Discipline –Skilled, Competent Workforce

- Increase the number of personnel disputes resolved without the need for a full evidentiary hearing by 5%.

Changes from 2004-05 Adopted

Staffing

There are no proposed staffing changes.

Expenditures

Expenditures are proposed to increase by \$0.15 million due to:

- Proposed increase in Salaries and Benefits of \$0.08 million due to the full-time funding of the Executive Officer position, which was previously frozen, and negotiated salaries and benefits costs.
- Proposed increase of \$0.06 million in Services and Supplies expenditure is primarily due to increased funding of professional and specialized services and minor equipment for continuation of automation and technology goals.
- No change in Management Reserves. The proposed \$0.01 million will be used towards automation and technology goals.

Revenues

Expenditures are proposed to increase by \$0.15 million due to an increase in the General Revenue Allocation for the proposed changes listed above.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Positive Customer Satisfaction Rating	95%	95%	95%	95%
% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing ¹	N/A	N/A	5%	5%
% Commission Decisions Litigated ¹	5%	5%	N/A	N/A
% Commission Decisions Overturned by Court	< 10%	< 10%	< 10%	< 10%

¹ The “% Commission Decisions Litigated” measure will be replaced by “% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing”, effective Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Civil Service Commission	4.00	4.00	0.00	4.00	0.00
Total	4.00	4.00	0.00	4.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Civil Service Commission	\$ 412,766	\$ 563,318	36.47	\$ 555,870	(1.32)
Total	\$ 412,766	\$ 563,318	36.47	\$ 555,870	(1.32)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 353,956	\$ 439,898	24.28	\$ 458,157	4.15
Services & Supplies	48,810	113,420	132.37	97,713	(13.85)
Management Reserves	10,000	10,000	0.00	—	(100.00)
Total	\$ 412,766	\$ 563,318	36.47	\$ 555,870	(1.32)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	10,000	10,000	0.00	—	(100.00)
Charges For Current Services	31,031	38,929	25.45	38,929	0.00
General Revenue Allocation	371,735	514,389	38.38	516,941	0.50
Total	\$ 412,766	\$ 563,318	36.47	\$ 555,870	(1.32)

Clerk of the Board of Supervisors



Department Description

The Executive Officer acts as the administrative head of the department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board, and various other special districts and committees. The department administers the Board General Office and manages over \$12 million of budgets and trust accounts as well as the 18-acre County Administration Center (CAC), a designated federal historic landmark, which includes over 360,600 square feet of building space. Four program areas are included within the department: Executive Office, Public Services, Legislative Services and CAC Facilities Services.

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2004-05 Accomplishments

Strategic Initiative – Kids

- Sponsored the annual Holiday Tree fundraiser to benefit the kids at San Pasqual Academy.

Required Discipline – Information Management

- Recorded, maintained, and provided access to information regarding actions taken by the Board of Supervisors and other official County records and actions.
- Began development of a replacement for the Clerk of the Board Assessment Appeals (CBAA) software system as a part of the new property tax administration system project in collaboration with the Assessor, Tax Collector and Auditor and Controller.

Required Discipline – Customer Satisfaction

- Created a Tenant's Guide to the County Administration Center, focusing on issues such as security, the wellness center, use regulations, the cafeteria, vending machines, etc.

Required Discipline – Fiscal Stability

- Reduced workers' compensation incident rates through staff safety training, use of the departmental safety committee, use of ergonomic equipment and participation in the County's Work Safe Stay-Healthy Program.

Required Discipline – Continuous Improvement

- Implemented a quality process review of two procedures in each of the four departmental programs.



2005-07 Objectives

Required Discipline – Information Management

- Assist the County in maintaining a fair and equitable property tax system by providing an accurate quality review process of property tax assessment appeal applications received and prompt entry into the computer database.

Required Discipline – Customer Satisfaction

- Improve customer service quality as demonstrated by increased scores on the Clerk of the Board internal customer satisfaction surveys.
- Provide rapid public access to Board of Supervisors actions through timely approval of draft Board of Supervisor meeting Statements of Proceedings

Required Discipline – Fiscal Stability

- Reduce long-term equipment replacement costs at the County Administration Center through on-schedule completion of preventive maintenance work orders on major mechanical equipment.

Required Discipline – Continuous Improvement

- Review and monitor the request process for Board of Supervisor records to assure timely response.

Changes from 2004-05 Adopted

Staffing

There are no proposed changes in staffing.

Expenditures

Expenditures are proposed to increase by \$0.8 million due to:

- Proposed increase of \$0.2 million in Salaries & Benefits expenditures due to negotiated labor agreements.
- Proposed increase of \$0.6 million in Service & Supplies is due to facility utility increases and contracted services increases.
- No change in Management Reserves. The proposed \$0.2 million will be used for one-time projects.

Revenues

Revenues are proposed to increase by \$0.8 million due to:

- Proposed increase \$0.2 million in Charges fro Current Services due to anticipated increases in property tax administration fees, increased passport business, and Notary Public business.
- No change in Fund Balance. The proposed \$0.2 million will be used for one-time projects.
- Proposed increase of \$0.6 million in General Revenue Allocation to fund proposed expenditure increases discussed above.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Average score on internal customer surveys	4.5 (out of 5)	4.9 (out of 5)	4.7 (out of 5)	4.7 (out of 5)
Percent of draft Board of Supervisor Statement of Proceedings approved within 24 hours of each Board Meeting	100%	100%	100%	100%
Percent of property tax assessment appeal applications quality reviewed and entered into the computer system within 7 days of receipt during the filing period	90%	90%	90%	90%
Percent of County Administration Center Facilities Services preventive maintenance work orders completed as scheduled	90%	91%	90%	90%
Percent of record requests responded to within 10 days of receipt	100%	100%	100%	100%



Clerk of the Board of Supervisors

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Legislative Services	10.00	11.00	10.00	11.00	0.00
CAC Facilities Services	11.00	10.00	(9.09)	10.00	0.00
Public Services	11.00	11.00	0.00	11.00	0.00
Executive Services	5.00	5.00	0.00	5.00	0.00
Total	37.00	37.00	0.00	37.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Legislative Services	\$ 794,355	\$ 932,279	17.36	\$ 972,701	4.34
CAC Facilities Services	3,065,188	3,686,418	20.27	3,550,189	(3.70)
Public Services	786,938	861,740	9.51	898,267	4.24
Executive Services	948,138	965,817	1.86	979,069	1.37
Total	\$ 5,594,619	\$ 6,446,254	15.22	\$ 6,400,226	(0.71)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 2,648,627	\$ 2,841,243	7.27	\$ 2,968,715	4.49
Services & Supplies	2,770,992	3,430,011	23.78	3,256,511	(5.06)
Expenditure Transfer & Reimbursements	(25,000)	(25,000)	0.00	(25,000)	0.00
Management Reserves	200,000	200,000	0.00	200,000	0.00
Total	\$ 5,594,619	\$ 6,446,254	15.22	\$ 6,400,226	(0.71)

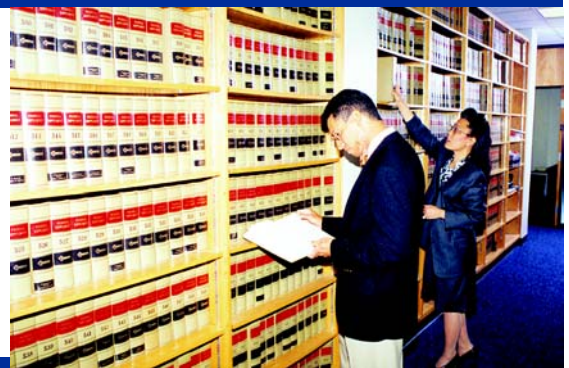


Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	200,000	200,000	0.00	200,000	0.00
Revenue From Use of Money & Property	—	20,000	N/A	20,000	0.00
Charges For Current Services	136,619	345,750	153.08	345,750	0.00
Miscellaneous Revenues	40,170	40,170	0.00	40,170	0.00
General Revenue Allocation	5,217,830	5,840,334	11.93	5,794,306	(0.79)
Total	\$ 5,594,619	\$ 6,446,254	15.22	\$ 6,400,226	(0.71)



County Counsel



Department Description

The San Diego County Charter provides that the County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards, and commissions. The legal services provided to the County include the County Counsel's representation of the County Health and Human Services Agency (HHSA) in juvenile dependency matters in Juvenile Court. County Counsel also, on a case-by-case basis provides legal services to certain school districts and special districts, which are provided on a fee basis. The County Counsel also oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

2004-05 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Prevailed in over 96% of all resolved court cases filed against the County.
- Achieved timely completion of 100% of all advisory assignments for the Board of Supervisors.
- Achieved timely completion of over 95% of all advisory assignments for all County departments.
- Completed 100% of all reviews of draft Environmental Impact Reports within 30 days.
- Provided over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.

- Provided over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.
- Issued 10 or more County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.

Strategic Initiative – Kids

County Counsel provided quality legal services to County departments to permit them to achieve their goals to improve opportunities for children, including but not limited to, the following objectives:

- Achieved timely completion of over 95% of all advisory assignments for HHSA in support of its goal to improve services provided to children.
- Reviewed 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.



- Represented HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevailed in over 95% of all juvenile dependency petitions for which a jurisdictional trial is held.
- Represented HHSA Child Welfare Services in 100% of all appeals/writs filed in the Court of Appeal.
- Prevailed in over 90% of all appeals/writs filed in the Court of Appeal.
- Provided over 80 training sessions for HHSA social workers and other staff to assist them in the performance of their duties in accordance with State law.

Strategic Initiative – The Environment

County Counsel provided quality legal services to County departments to permit them to achieve their goals to promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development including, but not limited to, the following objectives:

- Achieved timely completion of over 95% of all advisory assignments involving departments pursuing code enforcement matters.
- Handled 100% of all civil cases for departments pursuing code enforcement matters.
- Prevailed in over 90% of all resolved court cases involving civil code enforcement matters.
- Achieved timely completion of over 95% of all legal assignments in support of the overall County's land use and environment goals.
- Handled 100% of all cases in support of the overall County's land use and environmental duties.
- Prevailed in over 90% of all resolved court cases involving land use and environmental issues.
- Achieved timely completion of over 95% of all advisory assignments associated with the County's implementation of the regional Clean Water Strategic Plan, and with full compliance with State and federal requirements governing stormwater programs.

Strategic Initiative – Safe and Livable Communities

County Counsel provided quality legal services to County departments to permit them to achieve their goals to promote safe and livable communities including, but not limited to, the following objectives:

- Achieved timely completion of over 95% of the advisory assignments for the departments of Agriculture, Weights, and Measures and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Achieved timely completion of over 95% of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Achieved timely completion of over 95% of the advisory assignments for the Sheriff's Department and District Attorney Office in support of their goal to facilitate safe and livable communities.
- Provided 60 training programs Countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:
 - Provided over 8 Risk Roundtable training sessions for various County departments.
 - Participated in over 25 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.



Required Discipline – Fiscal Stability

- Defended 100% of lawsuits filed against the County, and therefore avoided the high cost of retaining outside counsel.
- Achieved a pre-trial dismissal of over 90% of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits against the County in the early stages of the litigation in order to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other miscellaneous litigation costs.
- Provided over 150 training sessions for County departments to assist with the goal of avoiding or mitigating risks of liability associated with program operation and performance of duties.

Required Discipline – Regional Leadership

- County Counsel served his annual term as President of the County Counsels' Association of California through the end of September 2004.
- County Counsel served as the County Counsels' Association representative to the California State Association of Counties (CSAC) Board of Directors and Executive Committee.
- County Counsel also served as a member on the following committees of the County Counsels' Association: Litigation Overview Committee, Cost Shift Committee, and as chairman of the Orientation Committee.
- County Counsel served as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys' staff and County Counsel staff.

2005-07 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe

and Livable Communities

County Counsel will provide quality, accurate, effective, and timely legal advice to all County departments so that they may fulfill their mission and objectives in accordance with the law, reduce the risk of liability, and use taxpayer dollars efficiently and effectively.

- County Counsel will strive to accomplish the following in furtherance of this objective:
 - Complete timely 100% of all advisory assignments for the Board of Supervisors and CAO.
 - Complete timely over 95% of all advisory assignments for all County departments.
 - Complete timely 100% of all draft Environmental Impact Reviews within 30 days.

County Counsel will aggressively represent the County in litigation in order to protect the County from liability, as well as advance the overall interests of the County of San Diego and the public it serves.

- County Counsel will strive to accomplish the following in furtherance of this objective:
 - Take to court over 70% of all cases filed against the County to fight these lawsuits, as opposed to making settlement payments to plaintiffs.
 - Prevail in court in over 90% of all lawsuits filed against the County.
 - Obtain over 90% court ordered pre-trial dismissals of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits in the early stages of the litigation to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other litigation costs.
 - Handle 100% of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case.



- Review 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Represent HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevail in court in over 95% of all juvenile dependency petitions in contested jurisdictional trials.
- Represent HHSA Child Welfare Services in 100% of all appeals/writs filed in the Court of Appeal.
- Prevail in over 90% of all appeals/writs filed in the Court of Appeal.

County Counsel will provide education and risk mitigation training to County officers and employees so that they may enhance the quality of their job performance, reduce the risks of liability, and ensure that they are performing their responsibilities in accordance with the law.

- County Counsel will strive to accomplish the following in furtherance of this objective:
 - Provide over 150 education/training programs in Fiscal Year 2005-06 to the County on selected legal subjects.
 - Provide over 40 specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings during Fiscal Year 2005-06 to specifically address risk management issues.
 - Issue 12 or more County Counsel Special Bulletins during 2005-06 to inform County officials of new developments involving court rulings and new legislation.

Required Discipline – Regional Leadership

County Counsel will strive to accomplish the following objectives by taking a leadership role in the region:

- County Counsel will serve as an officer on the Board of Directors of the County Counsels' Association of California through the end of September 2005.
- County Counsel will serve as the County Counsels' Association representative to the CSAC Board of Directors and Executive Committee.
- County Counsel also will serve as a member on the following committees of the County Counsels' Association: Litigation Overview Committee, Cost Shift Committee, and as chairman of the Orientation Committee.
- County Counsel attorneys will participate as presenters in 12 Mandatory Continuing Legal Education (MCLE) training sessions provided to members of legal professional organizations, such as the County Counsels' Association of California.
- County Counsel will continue to serve as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys' staff and County Counsel staff.
- County Counsel attorneys will be involved in activities of the San Diego County Bar Association.

Changes from 2004-05 Adopted

Staffing

Staffing is proposed to increase by 2.00 staff years to provide more effective legal support services to the Public Administrator/Public Guardian program. The staff years are being transferred from the Health and Human Services Agency, Aging and Independence Services program.

Expenditures

Expenditures are proposed to increase by a net \$0.6 million.



- Proposed increase of \$0.7 million in Salaries & Benefits due to negotiated labor agreements and 2.00 staff years transferred from the Health and Human Services Agency (HHSA), offset by projected increases in fees for legal services.
- Proposed increase of \$0.1 million in Expenditure Transfer & Reimbursements due to increases in costs applied reimbursements for positions providing exclusive legal services to HHSA.
- No change in Management Reserves. The proposed \$0.2 million will be used for one-time expenses.
- Proposed decrease of \$0.2 million in Charges for Current Services due to fewer than anticipated billings associated with legal services relating to land development projects.
- Proposed increase of \$0.1 million in Miscellaneous Revenues due to increases in recovered expenditures for exclusive legal services provided to Department of Environmental Health.
- No change in Fund Balance. The proposed \$0.2 million will be used for continuing one-time costs.
- Proposed increase of \$0.7 million in General Revenue Allocation to fund expenditures noted above.

Revenues

Revenues are proposed to increase by a net \$0.6 million.

Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Percent of resolved court cases filed against the County in which County will prevail	90%	96%	90%	90%
Percent of resolved cases that will be decided by court decision or dismissal without settlement	70%	73%	70%	70%
Percent of advisory assignments for Board of Supervisors to be completed by the due date	100%	100%	100%	100%
Percentage of advisory assignments for all departments to be completed by the due date	95%	97%	95%	95%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	95%	99%	95%	95%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	90%	91%	90%	90%



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
County Counsel	135.00	137.00	1.48	137.00	0.00
Total	135.00	137.00	1.48	137.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
County Counsel	\$ 19,071,831	\$ 19,691,493	3.25	\$ 20,126,489	2.21
Total	\$ 19,071,831	\$ 19,691,493	3.25	\$ 20,126,489	2.21

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 17,807,844	\$ 18,543,162	4.13	\$ 18,965,516	2.28
Services & Supplies	1,255,678	1,278,796	1.84	1,301,338	1.76
Expenditure Transfer & Reimbursements	(191,691)	(330,465)	72.39	(340,365)	3.00
Management Reserves	200,000	200,000	0.00	200,000	0.00
Total	\$ 19,071,831	\$ 19,691,493	3.25	\$ 20,126,489	2.21

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	200,000	200,000	0.00	200,000	0.00
Charges For Current Services	8,236,887	7,982,286	(3.09)	8,151,318	2.12
Miscellaneous Revenues	209,340	339,796	62.32	350,351	3.11
General Revenue Allocation	10,425,604	11,169,411	7.13	11,424,820	2.29
Total	\$ 19,071,831	\$ 19,691,493	3.25	\$ 20,126,489	2.21

San Diego County Grand Jury



Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the County. Grand Jury duties, powers, responsibilities, qualifications, and selection processes are outlined in the California Penal Code §888 et seq. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand Jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

Mission Statement

Protect and safeguard the citizens of San Diego County from corrupt and inefficient governmental programs of the County, cities and special districts, by investigating the operations of these agencies and reporting findings and recommendations.

2004-05 Accomplishments

Strategic Initiative – Kids, The Environment, and Safe and Livable Communities

- Assembled a well-qualified and widely representative civil panel to ensure that all significant complaints, issues, and other matters of public concern are brought before the Grand Jury.
- Submitted Final Report to the Presiding Judge of the Superior Court, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933).
- Reviewed and investigated 71 citizens complaints, issues and other County matters of civil concern brought before the Grand Jury.

- Conducted timely hearings to determine whether there was sufficient evidence to bring an indictment charging a person with a public offense in response to criminal complaints filed by the District Attorney.
- Returned 69 criminal indictments, and prepared other reports and declarations as required by law (Penal Code §939.8, et seq).

2005-07 Objectives

Strategic Initiative – Kids, Environment and Safe and Livable Communities

- Review, prioritize, and investigate all significant citizens complaints, issues and other County matters of civil concern brought before the Grand Jury.

Changes from 2004-05 Adopted

Staffing

There are no proposed changes to staffing.

Expenditures

Expenditures are proposed to increase by \$0.06 million due to:



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- Proposed increase of \$0.03 million in Salaries and Benefits due to negotiated labor agreements and costs for temporary help.
 - Proposed increase of \$0.03 million in Services and Supplies due to an increase in utilities, information technology, and other Jury panel costs.

Revenues

Revenues are proposed to increase by \$0.06 million in General Revenue Allocation to fund proposed increases noted above.

**Staffing by Program**

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Grand Jury	1.00	1.00	0.00	1.00	0.00
Total	1.00	1.00	0.00	1.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Grand Jury	\$ 511,630	\$ 570,283	11.46	\$ 573,013	0.48
Total	\$ 511,630	\$ 570,283	11.46	\$ 573,013	0.48

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 98,947	\$ 127,336	28.69	\$ 129,260	1.51
Services & Supplies	392,683	422,947	7.71	423,753	0.19
Management Reserves	20,000	20,000	0.00	20,000	0.00
Total	\$ 511,630	\$ 570,283	11.46	\$ 573,013	0.48

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	20,000	20,000	0.00	20,000	0.00
General Revenue Allocation	491,630	550,283	11.93	553,013	0.50
Total	\$ 511,630	\$ 570,283	11.46	\$ 573,013	0.48



Human Resources



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. The DHR serves as the in-house human resource consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; risk management activities including workers' compensation program and property and casualty insurances; employee training programs; negotiation of labor contracts; and administration of employee incentive and career development programs.

Mission Statement

Provide and retain a skilled and competent workforce to County of San Diego departments so that they may deliver superior services to residents and visitors.

2004-05 Accomplishments

Required Discipline – Fiscal Stability

- Flattened workers' compensation costs trend after successive years of dramatic increases, and reduced costs by 5% through injury prevention efforts and best management practices.
- Funded dental and life insurance reserves at 100% of targeted levels to mitigate health insurance cost increases.
- Negotiated health plan renewals with cost increases that were below the industry norm.

Required Discipline – Skilled, Competent Workforce

- Provided wellness information packets to all 17,000 employees.
- Increased management skills for 180 employees through various training academy programs and trained 15,000 employees on new time keeping system.

- Utilized Federal Mediation and Conciliation Service to improve Labor-Management Committees in the Health & Human Services Agency (HHSA), Probation Department and General Services Department.
- Incorporated customer service skills and abilities as essential job functions in 100% of new class specifications.
- Developed brochure emphasizing the General Management System (GMS) principles in 100% (115) of management and executive recruitments.
- Continued to succeed in keeping a skilled and competent workforce as evidenced by a turnover rate of 8.7%, which is three points lower than the average for counties.
- Increased Departmental Personnel Officers' skills through: three Human Resources Roundtables training presentations to 110 participants; job shadow program for twelve participants; a Departmental Personnel Officers' Certificate Program for 25 participants (25); and four Interviewing and Selection Classes with 98 participants.



- Facilitated and increase workplace safety as evidenced by a projected 12% reduction in injuries through safety education and awareness.
- Increased Departmental Personnel Officers' skills through the forty (40) hour Discipline Case Advocacy Institute.

Required Discipline – Information Management

- Increased departments' ability to manage employee-related information through upgrade of human resources information management system.
- Web-based open enrollment for employee health plans is planned to be completed in Fiscal Year 2005-2006.
- Increased departments' staff expertise by presenting 10 training sessions on system upgrades of the Human Resources Management Information System.
- Cycle time for processing of job applications has been reduced by 40% through implementation of job application software technology.
- File room imaging development and Sigma job applicant tracking system upgrade both successfully completed.

Required Discipline – Continuous Improvement

- Individual employees held leadership positions in Statewide organizations: California State Association of Counties (CSAC) Excess Insurance Authority, California Public Employee Relations, and the local chapter of the International Personal Management Association.
- Expanded health benefits program capabilities by contracting with a vendor that has debit card technology.
- Conducted process analysis of recruitment, selection, and compensation activities to improve efficiency and effectiveness of core human resource processes by consolidating these divisions and organizing in conjunction with the GMS model by Group.

- Improved hiring and classification processes through consolidation of applications for Sheriff's Cadet/ Detentions and nurses, re-design of Administrative Analyst examination, and re-design of the Position Information Questionnaire.
- Implemented new workers' compensation process, assessments of permanent work restriction, to evaluate the potential for service-connected disability retirement.

2005-07 Objectives

Required Discipline – Skilled, Competent Workforce

- Provide County departments with qualified applicants for employment so that they can build a workforce that can deliver superior services to residents of San Diego County.
- Market County employment opportunities in order to attract and build a diverse, qualified pool of candidates so that departments may continue to deliver superior services to residents of San Diego County.
- Deliver competitive and sustainable pay and benefit options to San Diego County departments so they can employ qualified individuals and make the best use of taxpayer dollars.
- Deliver legally mandated training and documentation to ensure employees and volunteers follow fair labor and safety practices which support the delivery of efficient, quality services to San Diego County residents.
- Provide professional development opportunities that allow San Diego County employees to excel in their current jobs so that they can continue to deliver quality services to San Diego County residents.
- Deliver career planning that supports the County's workforce needs and maximizes employee potential, which will promote continuity of knowledge, reduce turnover, and increase cross-organizational career opportunities, in order to continue to support the delivery of quality services to the community.



- Provide timely and innovative program guidance, direction and tools to the leadership of San Diego County departments so that they can foster employee commitment, loyalty and motivation as well as promote performance excellence in a fair and consistent manner.
- Provide effective communications, prompt conflict resolutions, and labor negotiations on behalf of elected officials, County leadership, and employees in order to maintain a stable and competitive workforce, minimize exposure, promote good workforce relations, and create an environment that supports excellence.

Required Discipline –Fiscal Stability

- Negotiate fiscally prudent successor agreements with twenty (20) bargaining units and six (6) employee organizations.

Required Discipline – Information Management

- Increase departments' ability to manage employees' training needs by initiating the implementation of a Learning Management System.
- Train all key users on reports/queries capabilities on PeopleSoft 8.8 human resources application in order to expand data analysis skills and management reports

Changes from 2004-05 Adopted

Staffing

Staffing is proposed to increase by 6.00 staff years due to:

- Proposal to restore 4.00 positions in the training and development division that were partially funded in Fiscal Year 2004-05; and

- Increase of 2.00 staff years transferred from the Finance and General Government Group Executive Office to support the Enterprise Resource Planning System training program.

Expenditures

Expenditures are proposed to increase by \$1.3 million due to:

- Proposed increase of \$0.8 million in Salaries and Benefits due to the addition of 6.00 staff years and an increase in negotiated labor agreements;
- Proposed increase of \$0.5 million in Services and Supplies due to information technology expenditures including software licensing and deployment; and
- No change in Management Reserves. The proposed \$0.2 million will be used for workforce and succession training needs.

Revenues

Revenues are proposed to increase by a net \$1.3 million due to:

- Proposed increase of \$0.2 million in Charges for Current Services associated with increased reimbursement based on the cost allocation plan (A-87 charges);
- Proposed Increase of \$0.1 million in Miscellaneous Revenues due to anticipated increase costs in Workers' Compensation Internal Service Fund (ISF) programs;
- Proposed decrease of \$0.3 million in Fund Balance due to a decrease of funding for one-time expenditures. Remaining Fund Balance of \$0.2 million will be used for workforce and succession training needs; and
- Proposed increase of \$1.3 million in General Revenue Allocation to offset expenditure increases.



Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
% of recruitments promulgated within established guidelines*	89%	84%	N/A	N/A
% of classification activity requests completed within prescribed timeframe	85%	89%	85%	85%
Overall satisfaction rating with training programs offered by Employee Development Division	95%	91%	95%	95%
Ratio of workers' compensation cases closed per number of cases open*	1:1	1:1	N/A	N/A
% of grievances filed for arbitration that are resolved without going to hearing	80%	88%	80%	80%
% of recruitment plan/service** agreements/timelines are met	N/A	N/A	89%	89%
Overall satisfaction rating with employment lists (1 to 5 scale)**	N/A	N/A	4	4
% of key users who have been trained on reports/queries**	N/A	N/A	100%	100%
% reduction on Workers' Compensation costs compared to prior year**	N/A	N/A	5%	5%

* These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome – based performance.

** These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Department of Human Resources	112.00	118.00	5.36	118.00	0.00
Total	112.00	118.00	5.36	118.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Department of Human Resources	\$ 18,234,661	\$ 19,527,623	7.09	\$ 19,494,717	(0.17)
Total	\$ 18,234,661	\$ 19,527,623	7.09	\$ 19,494,717	(0.17)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 10,249,166	\$ 11,034,208	7.66	\$ 11,274,569	2.18
Services & Supplies	7,785,495	8,293,415	6.52	8,020,148	(3.29)
Management Reserves	200,000	200,000	0.00	200,000	0.00
Total	\$ 18,234,661	\$ 19,527,623	7.09	\$ 19,494,717	(0.17)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	586,836	200,000	(65.92)	200,000	0.00
Charges For Current Services	837,143	1,063,460	27.03	1,063,460	0.00
Miscellaneous Revenues	5,751,402	5,885,476	2.33	5,991,163	1.80
General Revenue Allocation	11,059,280	12,378,687	11.93	12,240,094	(1.12)
Total	\$ 18,234,661	\$ 19,527,623	7.09	\$ 19,494,717	(0.17)



Media and Public Relations



Department Description

The Board of Supervisors established the Department of Media and Public Relations (DMPR) in 1997. Funded by cable television franchise fees, the department ensures that information about County issues, programs, and services moves quickly and accurately to the public, employees, and news organizations. The department is responsible for oversight of all County communications, including media relations, news releases, newsletters, and publications, as well as operation and programming for the County Television Network (CTN), the County's government access cable channel. The department also administers the County's franchise agreements with cable television companies operating within unincorporated areas.

Mission Statement

To build taxpayer confidence in San Diego County government by providing clear, timely, and accurate communication on the County's performance.

2004-05 Accomplishments

Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- CTN Strategic Initiative Video Programs: Produced and aired over 85 programs, segments and Public Service Announcements (PSAs) highlighting County Strategic Initiative programs and services.
- Media Outreach: Placed over 90 stories about County Strategic Initiative programs and services.
- Emergency Communications: Deployed the technology and procedures to provide accurate and timely emergency response and recovery information to the public and media during major natural or man-made disasters. Met at least 80% of DMPR benchmarks for each emergency response drill.

Required Discipline – Fiscal Stability

- Cable Franchise Administration: Maximized franchise revenues by monitoring compliance, conducted a financial review of one small operator resulting in \$9,000 in additional revenues and began renewal negotiations with four operators.

Required Discipline – Information Management

- Media Training: Conducted eight group and/or one-on-one media trainings for other departments.

Required Discipline – Continuous Improvement

- Emergency Communications:
 - Developed a set of performance measurements to evaluate department's level of response to public and media information needs during disasters or emergency incidents.
 - Implemented technology and procedures to ensure that public information officer (PIO) staffing at the Emergency Operations Center (EOC) is sufficient to adequately respond to media inquiries and emergency communications needs during any EOC activation.



- Installed a video link between the EOC and CTN facilities to allow news conferences and other emergency information originating from the EOC to be cablecast live to CTN viewers throughout the County.

2005-07 Objectives

Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- Educate San Diego County residents, decision-makers and media on the scope, role, and benefits of County government so that they may get the most out of government services and improve the overall quality of life in San Diego County.
 - Produce and air 90 programs, segments or PSAs highlighting County Strategic Initiative programs and services in each of the Fiscal Years 2005-06 and 2006-07.
- Provide timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained to ensure that the questions and concerns of the public are addressed.
 - Provide at least 9 media trainings to County departments in each of the Fiscal Years 2005-06 and 2006-07, so that departments may enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate.
- Enable taxpayers, the public and County employees to understand, make use of and trust County government by collecting, and promoting County performance stories.
 - Place at least 100 stories about the County's Strategic Initiatives or performance stories in each of the Fiscal Years 2005-06 and 2006-07.

- Provide multiple means of connecting experts to the media, to ensure that the public has the information that it needs to take appropriate action in order to minimize loss, accelerate recovery, and maintain confidence in County government through their computers, television, radio, or newspaper. In the event of a major natural or man-made disaster, provide accurate and timely emergency response and recovery information to the public and media.
 - Meet at least 85% of DMPR benchmarks for each emergency response drill in Fiscal Year 2005-06, and meet at least 90% of DMPR benchmarks for drills in Fiscal Year 2006-07.

Changes from 2004-05 Adopted

Staffing

There are no proposed changes in staffing.

Expenditures

Expenditures are proposed to increase by \$0.23 million due to:

- Proposed increase of \$0.16 million in Salaries and Benefits due to negotiated labor agreements.
- Proposed increase of \$0.02 million in Services and Supplies for one-time costs of cable television renewal consultants.
- Proposed increase of \$0.05 million in Capital Assets Equipment for planned upgrades to CTN production equipment.

Revenues

Revenues are proposed to increase by a net \$0.23 million due to:

- Proposed increase of \$0.15 million in Charges for Current Services due to anticipated revenue from cost recovery video campaigns and shift of revenues from Miscellaneous Revenues.



- Proposed decrease of \$0.05 in Miscellaneous Revenues as those revenues are now recorded in Charges for Current Services.
- Proposed increase of \$0.11 million in Fund Balance to fund anticipated one-time expenses for Services and Supplies and Capital Assets Equipment.

Performance Measures	2004-05 Adopted	2004-05 Estimated Actual	2005-06 Proposed	2006-07 Proposed
Number of media trainings conducted by DMPR staff for other departments.	8	8	9	9
Number of new programs, segments and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives or performance stories.	85	90	90	90
Percentage difference between estimated and actual cable television franchise fees.	Within 5%	Within 5%	N/A	N/A
Media placements coordinated by DMPR staff.	50	90	100	100
Benchmarks met for each emergency drill or training. *	NA	NA	85%	90%

* This measures is new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Media and Public Relations

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Media and Public Relations	22.00	22.00	0.00	22.00	0.00
Total	22.00	22.00	0.00	22.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Media and Public Relations	\$ 2,369,952	\$ 2,602,205	9.80	\$ 2,586,093	(0.62)
Total	\$ 2,369,952	\$ 2,602,205	9.80	\$ 2,586,093	(0.62)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Benefits	\$ 1,938,843	\$ 2,099,603	8.29	\$ 2,181,028	3.88
Services & Supplies	431,109	452,602	4.99	405,065	(10.50)
Capital Assets Equipment	—	50,000	N/A	—	(100.00)
Total	\$ 2,369,952	\$ 2,602,205	9.80	\$ 2,586,093	(0.62)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	—	110,000	N/A	—	(100.00)
Licenses Permits & Franchises	2,323,223	2,347,205	1.03	2,441,093	4.00
Charges For Current Services	—	145,000	N/A	145,000	0.00
Miscellaneous Revenues	46,729	—	(100.00)	—	0.00
General Revenue Allocation	—	—	0.00	—	0.00
Total	\$ 2,369,952	\$ 2,602,205	9.80	\$ 2,586,093	(0.62)

County Administration Center Major Maintenance



Department Description

Established by the Board of Supervisors in December 1997, this program supports major maintenance projects at the County Administration Center (CAC). Under direction of the Clerk of the Board of Supervisors and in consultation with CAC tenant departments, projects are established to maintain the infrastructure of this historic building and grounds.

Mission Statement

To provide major maintenance services to common areas of the County Administration Center.

2004-05 Accomplishments

Required Discipline – Essential Infrastructure

- Replaced the south entrance doors.
- Cleaned the marble walls in first and second floor lobby areas.
- Replaced north basement hallway floor.
- Completed the elevator replacement project.
- Completed the northeast basement asbestos abatement and renovation project.
- Completed construction of a wheelchair accessible washroom on the basement level.
- Sealed and painted the north and south parking lots.
- Refurbished exterior metal railings at north and south entrances.
- Replaced washroom exhaust fans and cleaned ductwork.

2005-07 Objectives

Required Discipline – Essential Infrastructure

- Replace carpet in public conference rooms and hallway.

- Resurface flat roofs.
- Resurface exterior balcony floors north and south.
- Replace air conditioning unit for 9th Floor telephone switch room.
- Replace cooling tower pump motor.
- Clean and refinish metal door and window trim at 4 main entrances.
- Initiate an energy conservation project for Heating, Ventilation, and Air Conditioning (HVAC) central plant equipment and controls.
- Replace deteriorating perimeter railings (non-entry) around the building.

Changes from 2004-05 Adopted

Expenditures

Proposed increase of \$0.5 million in Services and Supplies expenditures of due to increased planned major maintenance projects.

Revenues

Proposed increase of \$0.5 million in use of Fund Balance to fund proposed major maintenance projects described above.



County Administration Center Major Maintenance

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Total	0.00	0.00	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
CAC Major Maintenance	\$ 375,000	\$ 834,949	122.65	\$ 225,000	(73.05)
Total	\$ 375,000	\$ 834,949	122.65	\$ 225,000	(73.05)

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Services & Supplies	375,000	834,949	122.65	225,000	(73.05)
Total	\$ 375,000	\$ 834,949	122.65	\$ 225,000	(73.05)

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Fund Balance	358,154	820,000	128.95	210,051	(74.38)
Revenue From Use of Money & Property	16,846	14,949	(11.26)	14,949	0.00
General Revenue Allocation	—	—	0.00	—	0.00
Total	\$ 375,000	\$ 834,949	122.65	\$ 225,000	(73.05)

Capital Program

Capital Program

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Capital Program Summary
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Capital Outlay Fund
.....

Justice Facility Construction Fund
.....

Edgemoor Development Fund
.....

Lease Payments
.....

Outstanding Capital Projects By Group/Agency
.....

Capital Program Summary



Capital Program Introduction

The Capital Program consists of the following five funds:

- **County Health Complex Fund** contains budgeted amounts for capital projects related to the Rosecrans Health Complex.
- **Criminal Justice Facilities Fund** contains budgeted amounts for capital projects related to Criminal and Justice related facilities.
- **Library Project Fund** was established in Fiscal Year 1999-2000 and contains budgeted amounts for the acquisition and construction of libraries throughout San Diego County.
- **Capital Outlay Fund** includes land acquisitions and capital projects that do not fall into the previous three program categories.
- **Edgemoor Development Fund** was established in 1979 for the use, development, and disposition of the 326-acre Edgemoor site property. Revenues from leases and future sale of land are intended to assist in the planning process for the Edgemoor property and the financing of needed public facilities. Amounts budgeted in this fund support this goal. The County issued Certificates of Participation (COPs) in January 2005, of which the repayment will be supported by the use of these funds along with the reimbursement of Senate Bill 1128.

The Community Services Group, Department of General Services, annually prepares a Capital Improvement Plan (CIP) in accordance with Board of Supervisors Policy B-37, Use of the Capital Outlay Fund. The CIP includes a

comprehensive listing of all proposed capital projects, leases, major maintenance, and public works projects over the next five years. Any long-term financing obligations required for implementation of the CIP must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, Long-Term Financial Obligation Management Policy.

Using the CIP as the starting point for the capital program, new capital projects are budgeted in the year they are initiated. Any amounts remaining at the end of the fiscal year are encumbered and automatically rolled over into the next fiscal year until the project is completed. In accordance with Board of Supervisors Policy B-65, the Chief Financial Officer periodically reports unspent capital project funds to the Board through quarterly or year-end budget reports.

In some instances in the tables that follow, the adjusted actuals for the most recently completed fiscal year will exceed the adopted budget for that year. This results from the inclusion of expenditures related to mid-year budget amendments or to encumbrances of prior year appropriations. The adopted budget does not include appropriations for these projects, but the appropriations are part of the "amended budget" and are thus considered "budgeted." Amendments to the Adopted Budget require Board of Supervisors' approval.

The tables beginning on page 383 provide information for the five Capital Programs and Lease Payments, followed by a list of the current outstanding Capital Projects.

Notes:

- 1) Lease Payments that were previously budgeted in the Capital Program funds are now being budgeted in the General Fund in Finance-Other. In order to view all Capital activity, Lease Payments are displayed in the Capital Program for informational purposes.
- 2) Board of Supervisors Policy B-37 is under revision. Depending upon the language approved by the Board, the content of the CIP as described above may change.



Capital Program Summary

Operating Impact of Capital Program

The County of San Diego also considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include additional staffing, one-time costs not budgeted in the Capital Program, ongoing operations and maintenance costs, and debt service payments. The following capital projects are scheduled for completion during Fiscal Years 2005-07, and may therefore have some type of impact on the Fiscal Year 2005-07 Operational Plan.



Campo-Morena Village Library

The Campo-Morena Village Library is a 2,500-square-foot facility scheduled to open in October 2005, replacing a 490-square-foot leased library facility that does not meet Americans with Disabilities Act of 1990 (ADA) standards and was also deemed by the County Board of Supervisors to be inadequate for the community. The Campo-Morena Village facility is cash financed primarily by Community Development Block Grant funding and the District 2 Community Project budget. As a result, no County debt service payments will be required. No additional staffing needs are projected for the replacement facility. The annual operating costs, including utilities and computer technology, are comparable to existing levels. The new

library will open with the existing library's materials collection.



Bonita-Sunnyside Library and Museum

The Bonita-Sunnyside Library and Museum facility consists of two buildings totaling 14,400 square feet. The new library, scheduled to open in December 2005, will replace a 3,018-square-foot leased library facility in Bonita. The library was identified as a high priority in 1999 when the Board of Supervisors approved a Five-Year Library Facility Capital Improvement Plan. The museum, which is currently located in the Bonita Museum and Cultural



Center, was added to the project by Board approval in 2003. The project is being cash financed primarily through use of General Fund fund balance, the District 1 Community Projects budget, City of Chula Vista funds, and donations by the Bonita-Sunnyside Fire Protection District and the Bonita Historical Society.

The new, larger library facility will open with existing staffing. Annual operating costs, excluding personnel, are projected to increase slightly due to computer technology upgrades and utility requirements for the larger facility. Materials for the library collection will come from the existing facility and will be supplemented with additional materials purchased through the County Library's annual operating budget.



North County Animal Shelter

The North County Animal Shelter is scheduled to open in June 2005. The new 25,548 square foot facility will replace the existing shelter on the same site in the city of Carlsbad. The design, construction, and completion of the new shelter have been cash financed through the County's District 3 Community Projects budget, County of San Diego Community Services Group reserves, and private donations, thereby eliminating the need for County debt service payments on the project. County personnel from the existing shelter will staff the new shelter, resulting in no projected additional staffing needs. Annual utility costs are projected to reach \$60,000, which is \$20,000 more per year than the existing shelter.



Spring Valley Gym and Teen Center

The Spring Valley Gym and Teen Center, scheduled to open in October 2005, will be located on the grounds of the La Presa Middle School in the Spring Valley School District, on property adjacent to the Spring Valley Library. The projects are financed through several funding sources, including Community Development Block Grants, Parkland Dedication Ordinance funds, Proposition 12 Roberti-Z'berg-Harris grant funds, District 4 Community Project

funds, and a community donation from the La Mesa/Spring Valley School District. The financing mechanisms for these project will result in no County debt service payments. The new facility will require one additional permanent employee and three seasonal employees at an annual cost of \$124,000. One-time purchases include \$60,000 in furniture and fixtures, as well as \$30,000 in new recreational supplies. Utility costs are expected to reach \$30,000 per year, which will be shared between the County of San Diego and the La Mesa/Spring Valley School District at a 75%/25% ratio.



Edgemoor Healthcare Campus

The Edgemoor Healthcare Campus will be a County-owned and operated facility located in the East County city of Santee (Supervisory District 2). The two-story, 180,300 square foot complex will be constructed on approximately 12.5 acres of the County's 326-acre Edgemoor property and is expected to accommodate 192 beds. The new facility will replace an existing skilled nursing facility currently located on another portion of the Edgemoor property. Construction began in February 2005, and the facility is expected to be ready for occupancy by Spring 2007.



The total estimated cost of the project is approximately \$83.8 million, \$79.0 million of which is financed through certificates of participation (COPs). The remaining cost of the project will be financed by the sale or lease of surplus property surrounding Edgemoor. The County expects to receive partial reimbursement from the State of California under Section 14105.26 of the California Welfare and Institutions Code, which is designed through Senate Bill 1128 to provide reimbursement for the construction of certain facilities that serve Medicaid patients. The County will make the first COP-related debt service payment of \$4.5 million in Fiscal Year 2007-08, followed by 22 annual payments of approximately \$6.25 million. No additional staff will be required to operate the new facility.



Assessor-Recorder-County Clerk (ARCC)/Land Use & Environment Group (LUEG) San Marcos Buildings

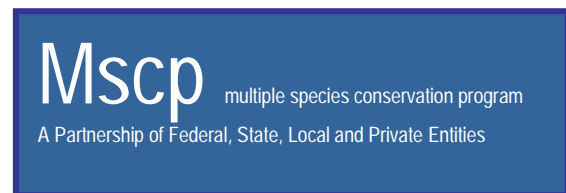
The County will construct two 20,400 square foot office buildings in centrally located San Marcos to house operations for the Assessor-Recorder-County Clerk, the Department of Environmental Health, and the Department of Planning and Land Use. The project received final Board approval in February 2005, and is expected to be completed in October 2005.

The \$9.2 million project is being cash financed with proceeds from the General Fund, the Recorder-

Modernization Trust Fund, and the Property Tax Administration Trust Fund. Annual operating costs for each building are projected to reach \$81,450 in Fiscal Year 2005-06 and \$108,600 in Fiscal Year 2006-07. No additional staff will be required to commence operations in the new buildings. Based on Fiscal Year 2004-05 lease costs for current office facilities, the County expects to save \$540,000 in annual lease costs by moving to a County-owned facility. The eventual combined value of the land and completed facilities is estimated to be \$11 million.

Major Project Highlights

In addition to the capital projects that will be completed in Fiscal Year 2005-07, the following major capital projects are either slated to begin or to significantly progress during the same time period.



Multiple Species Conservation Program Land Acquisition

The County's Multiple Species Conservation Program (MSCP) is the result of six years of intense planning and review by a diverse group of private conservationists and property owners as well as a number of public agencies, including the United States Fish and Wildlife Service and the California Department of Fish and Game (Wildlife Agencies). The County of San Diego entered into an Implementing Agreement with the Wildlife Agencies for the MSCP on March 17, 1998. The goals of the MSCP are to maintain and enhance biological diversity in the region, to maintain viable populations of endangered, threatened, and key sensitive species and their habitats, and to promote regional economic viability through streamlining the land use permit process - a significant benefit to landowners - as



Capital Program Summary

The first properties acquired under the County-approved portion of the MSCP were the Ham and Yunis properties in the Lakeside Archipelago area in January 1999. The two properties totaled nearly 60 acres. County-approved MSCP properties now total more than 3,500 acres in various parts of the county. Of the \$28 million spent on the acquisitions, \$17.3 million came from federal and State grants. The remaining \$10.7 million came from the County's General Fund. The Fiscal Year 2005-06 Proposed Capital Program includes \$2.8 million for potential land acquisitions.



Rosecrans Public Health Laboratory Upgrade

The Public Health Services division of the Health & Human Services Agency (HHSA) has obtained Board approval to remodel and expand the County's Public Health Laboratory. The improvements will bring the laboratory into compliance with new federal requirements for bioterrorism-related Biosafety Level 3 governmental monitoring and surveillance. The existing 10,000 square foot laboratory, located in San Diego, will be remodeled and expanded 3,200 square feet within the existing HHSA complex. A 2,000 square foot storage mezzanine has also been planned for addition above the existing laboratory space. The heating, ventilation, and air conditioning (HVAC) system will also be upgraded to meet federal requirements.

The laboratory upgrade will cost approximately \$4.3 million, including \$2.2 million for construction, \$1.5 million for HVAC replacement, and \$600,000 for project design, planning, and management. The primary funding source for this project is the Tobacco Settlement Trust Fund. The project will take 20-24 months to complete once construction commences.



Capital Program Summary

Capital Program Summary

Budget by Fund

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Capital Outlay Fund	\$ 829,300	\$ 3,707,000	347.0	\$ 2,800,000	(24.5)
Justice Facility Construction	2,000,000	0	(100.0)	0	0.0
Edgemoor Development	5,360,000	2,860,000	(46.6)	2,860,000	0.0
Lease Payments	46,779,800	46,165,969	(1.3)	42,861,841	(7.2)
Total	\$ 54,969,100	\$ 52,732,969	(4.1)	\$ 48,521,841	(8.0)

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Lease Payments	\$ 46,779,800	\$ 46,165,969	(1.3)	\$ 42,861,841	(7.2)
Capital Projects	637,800	907,000	42.2	0	(100.0)
Land Acquisition	2,191,500	2,800,000	27.8	2,800,000	0.0
Services and Supplies	5,360,000	2,860,000	(46.6)	2,860,000	0.0
Total	\$ 54,969,100	\$ 52,732,969	(4.1)	\$ 48,521,841	(8.0)

Budget by Category of Revenue

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
AB189	\$ 2,905,950	\$ 3,415,980	17.6	\$ 3,419,068	0.1
Aid from Redevelopment Agency	800,000	800,000	0.0	800,000	0.0
Rent	2,147,857	1,543,186	(28.2)	1,552,240	0.6
Charges in Parkland Dedication Fund	16,000	0	(100.0)	0	0.0
Interest Earnings	20,000	150,000	650.0	200,000	33.3
Fund Balance	72,177	2,237,000	2,999.3	1,688,000	(24.5)

Capital Program Summary



Budget by Category of Revenue

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
General Revenue Allocation	41,193,816	40,052,848	(2.8)	36,736,578	(8.3)
Sale of Fixed Asset	5,000,000	204,000	(95.9)	703,000	244.6
Charges in other funds	0	622,955	N/A	622,955	0.0
Fed Other Fed Grants	91,800	0	(100.0)	0	0.0
Fed Aid HUD CDBG	370,000	907,000	145.1	0	(100.0)
State Coastal Protection Bonds	135,000	0	(100.0)	0	0.0
Recreation Areas	191,500	0	(100.0)	0	0.0
Coastal Conservancy Grant	25,000	0	(100.0)	0	0.0
Operating Transfer From General Fund	2,000,000	2,800,000	40.0	2,800,000	0.0
Total	\$ 54,969,100	\$ 52,732,969	(4.1)	\$ 48,521,841	(8.0)

Capital Outlay Fund

Capital Outlay Fund

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Capital Projects	\$ 637,800	\$ 907,000	42.2	\$ 0	(100.0)
Land Acquisition	191,500	2,800,000	1,362.1	2,800,000	0.0
Total	\$ 829,300	\$ 3,707,000	347.0	\$ 2,800,000	(24.5)

Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Capital Projects/Land Acquisition					
KN3415 Guajome Park Playground	\$ 91,800	\$ 0	(100.0)	\$ 0	0.0
KA1562 North County Open Space	191,500	0	(100.0)	0	0.0
KN0787 Cottonwood Park Phase 3*	16,000	0	(100.0)	0	0.0
KN3106 Sweetwater Summit Camp	135,000	0	(100.0)	0	0.0
KK0880 Spring Valley Teen Center	370,000	0	(100.0)	0	0.0
KN5486 Collier Park Playground	25,000	0	(100.0)	0	0.0
KN6313 Live Oak Park Pavilion	0	110,000	N/A	0	(100.0)
KN6314 Lindo Lake Park Restroom	0	235,000	N/A	0	(100.0)
KN6315 Lindo Lake Park Playground Fencing	0	16,000	N/A	0	(100.0)
KN6316 Lincoln Acres Park Tot Lot	0	68,000	N/A	0	(100.0)
KN6317 Collier Park ADA Walkways	0	85,000	N/A	0	(100.0)



Capital Outlay Fund

Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
KN6318 Spring Valley Park Picnic/Access	0	153,000	N/A	0	(100.0)
KN6319 Julian Jess Martin Parking/Access	0	190,000	N/A	0	(100.0)
KN5493 Felicita Park ADA Ramp	0	50,000	N/A	0	(100.0)
KA9500 MSCP Acquisitions	0	2,800,000	N/A	2,800,000	0.0
Total	\$ 829,300	\$ 3,707,000	N/A	\$ 2,800,000	(24.5)

Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Capital Projects/Land-General Fund					
KA1562 North County Open Space	\$ 191,500	\$ 0	(100.0)	\$ 0	0.0
KA9500 MSCP Acquisitions	0	2,800,000	N/A	2,800,000	0.0
Total Capital Projects/Land - General Fund	\$ 191,500	\$ 2,800,000	1,362.1	\$ 2,800,000	0.0
Capital Projects-Parkland Dedication Fund					
KN0787 Cottonwood Park Phase 3 *	\$ 16,000	\$ 0	(100.0)	\$ 0	0.0
KN3415 Guajome Playground	91,800	0	(100.0)	0	0.0
Total Capital Projects-Parkland Dedication	\$ 107,800	\$ 0	(100.0)	\$ 0	0.0
	\$	\$		\$	
Projects/Land-Other State Grants					
KN5486 Collier Park Playground	\$ 25,000	\$ 0	(100.0)	\$ 0	0.0
Total Projects/Land - State Grants	\$ 25,000	\$ 0	(100.0)	\$ 0	0.0



Capital Outlay Fund

Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Projects/Land-Fed Aid HUD CDBG					
KN6313 Live Oak Park Pavilion	\$ 0	\$ 110,000	N/A	\$ 0	(100.0)
KN6314 Lindo Lake Park Restroom	0	235,000	N/A	0	(100.0)
KN6315 Lindo Lake Park Playground Fencing	0	16,000	N/A	0	(100.0)
KN6316 Lincoln Acres Park Tot Lot	0	68,000	N/A	0	(100.0)
KN6317 Collier Park ADA Walkways	0	85,000	N/A	0	(100.0)
KN6318 Spring Valley Park Picnic/Access	0	153,000	N/A	0	(100.0)
KN6319 Julian Jess Martin Parking/Access	0	190,000	N/A	0	(100.0)
KN5493 Felicita Park ADA Ramp	0	50,000	N/A	0	(100.0)
Total Projects/Land-Fed Aid HUD CDBG	\$ 0	\$ 907,000	N/A	\$ 0	(100.0)
Projects/Land-Other					
KN3106 Sweetwater Summit Camp	\$ 135,000	\$ 0	(100.0)	\$ 0	0.0
KK0880 Spring Valley Teen Center	370,000	0	(100.0)	0	0.0
Total Projects/Land - Other	\$ 505,000	\$ 0	(100.0)	\$ 0	0.0
* Multiple sources					
Total Funding Sources	\$ 829,300	\$ 3,707,000	347.0	\$ 2,800,000	(24.5)

Justice Facility Construction Fund

Justice Facility Construction Fund

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Capital Projects	\$ 2,000,000	\$ 0	(100.0)	\$ 0	0.0
Total	\$ 2,000,000	\$ 0	(100.0)	\$ 0	0.0

Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Capital Projects/Land Acquisition					
KA5485 Rancho San Diego Sheriff Station	\$ 2,000,000	\$ 0	(100.0)	\$ 0	0.0
Total-Capital Projects/Land Acquisition	\$ 2,000,000	\$ 0	(100.0)	\$ 0	0.0
Total-Justice Facility Construction Fund	\$ 2,000,000	\$ 0	(100.0)	\$ 0	0.0

Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Projects/Land - Operating Trsf from GF					
KA5485 Rancho San Diego Sheriff Station	\$ 2,000,000	\$ 0	(100.0)	\$ 0	0.0
Total Projects/Land-Transfer Gen Fund	\$ 2,000,000	\$ 0	(100.0)	\$ 0	0.0
Total-Justice Facility Construction Fund	\$ 2,000,000	\$ 0	(100.0)	\$ 0	0.0

Edgemoor Development Fund

Edgemoor Development Fund

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Services & Supplies	\$ 5,360,000	\$ 2,860,000	(46.6)	\$ 2,860,000	0.0
Total	\$ 5,360,000	\$ 2,860,000	(46.6)	\$ 2,860,000	0.0

Budget by Category Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Professional Services	\$ 5,360,000	\$ 2,860,000	(46.6)	\$ 2,860,000	0.0
Total-Edgemoor Development Fund	\$ 5,360,000	\$ 2,860,000	(46.6)	\$ 2,860,000	0.0

Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Sale of Fixed Assets	\$ 5,000,000	\$ 204,000	(95.9)	\$ 703,000	244.6
Rents & Concessions	267,823	269,000	0.4	269,000	0.0
Interests on Deposits	20,000	150,000	650.0	200,000	33.3
Fund Balance	72,177	2,237,000	2,999.3	1,688,000	(24.5)
Total - Edgemoor Development Fund	\$ 5,360,000	\$ 2,860,000	(46.6)	\$ 2,860,000	0.0

Lease Payments

Lease Payments

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Lease Payments	\$ 46,779,800	\$ 46,165,969	(1.3)	\$ 42,861,841	(7.2)
Total	\$ 46,779,800	\$ 46,165,969	(1.3)	\$ 42,861,841	(7.2)

Capital Budget Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
1993 Master Refunding- South County	\$ 3,826,051	\$ 3,826,147	0.0	\$ 3,836,047	0.3
1993 Master Refunding –East County	5,089,374	5,089,503	0.0	5,102,677	0.3
1993 Master Refunding – Topaz	471,748	471,760	0.0	472,969	0.3
1996 Regional Communication System	5,940,481	0	(100.0)	0	0.0
2001 MTS Tower	3,168,291	3,079,704	(2.8)	3,085,546	0.2
2002 Motorola	3,486,135	3,486,135	0.0	3,488,185	0.1
1993 Master Refunding – Health Complex	2,562,638	2,562,703	0.0	2,569,324	0.3
1993 Master Refunding - East Mesa	741,348	741,366	0.0	0	(100.0)
1993 Master Refunding – Juvenile Hall	438,284	438,295	0.0	439,412	0.3



Lease Payments

Capital Budget Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
1993 Master Refunding – Clairemont Hospital	1,844,257	1,844,304	0.0	1,849,065	0.3
1993 Master Refunding – East Mesa Land	2,407,421	2,407,482	0.0	2,413,702	0.3
1993 Master Refunding – SD Muni Building	767,666	767,685	0.0	769,658	0.3
1996 North & East County Regional Center Project	2,946,058	2,788,223	(5.4)	2,947,740	5.7
1996 Ohio Street Lease Purchase	170,128	170,094	(0.0)	10,000	(94.1)
1997 Central Jail	5,526,285	5,379,193	(2.7)	5,523,105	2.7
1998 Hall of Justice	5,515,397	5,516,197	0.0	5,512,398	(0.1)
1999 East Mesa Refunding	1,878,238	1,851,066	(1.4)	1,847,375	(0.2)
2005 Regional Communications System	0	5,746,112	N/A	2,994,638	(47.9)
Total-Lease Payments	\$ 46,779,800	\$ 46,165,969	(1.3)	\$ 42,861,841	(7.2)



Lease Payments

Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Lease Payments-General Fund					
1993 Master Refunding- South County	\$ 3,826,051	\$ 3,826,147	0.0	\$ 3,836,049	0.3
1993 Master Refunding –East County	5,089,374	5,089,503	0.0	5,102,677	0.3
1993 Master Refunding – Topaz	471,748	471,760	0.0	472,969	0.3
1996 Regional Communication System	5,940,481	0	(100.0)	0	0.0
2001 MTS Tower	2,504,717	2,409,092	(3.8)	2,414,935	0.2
2002 Motorola	2,864,329	2,863,180	(0.0)	2,865,230	0.1
1993 Master Refunding – Health Complex	2,562,638	2,562,703	0.0	2,569,324	0.3
1993 Master Refunding - East Mesa	741,348	741,366	0.0	0	(100.0)
1993 Master Refunding – Clairemont Hospital	1,844,257	1,844,304	0.0	1,849,065	0.3
1993 Master Refunding – East Mesa Land	2,407,421	2,407,482	0.0	2,413,702	0.3
1996 North & East County Regional Center Project	2,946,058	2,788,223	(5.4)	2,947,740	5.7
1996 Ohio Street Lease Purchase	170,128	170,094	(0.0)	10,000	(94.1)
1997 Central Jail	5,526,285	5,379,193	(2.7)	5,523,105	2.7
1998 Hall of Justice	2,420,743	1,902,623	(21.4)	1,889,769	(0.7)
1999 East Mesa Refunding	1,878,238	1,851,066	(1.4)	1,847,375	(0.2)
2005 Regional Communications System	0	5,746,112	N/A	2,994,638	(47.9)
Total Lease-General Fund	\$ 41,193,816	\$ 40,052,848	(2.8)	\$ 36,736,578	(8.3)
Lease Payments-Chgs to Oth Districts					
2002 Motorola	\$ 621,806	\$ 622,955	0.2	\$ 622,955	0.0
Total Lease-Chgs to Oth Districts	\$ 621,806	\$ 622,955	0.2	\$ 622,955	0.0



Lease Payments

Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Lease Payments-Rent Received					
1998 Hall of Justice	\$ 594,654	\$ 603,575	1.5	\$ 612,628	1.5
2001 MTS Tower	663,574	670,612	1.1	670,612	0.0
Total Lease-Rent Received	\$ 1,258,228	\$ 1,274,186	1.3	\$ 1,283,240	0.7
Lease Payments-AB189					
1993 Master Refunding – Juvenile Hall	\$ 438,284	\$ 438,295	0.0	\$ 439,412	0.3
1993 Master Refunding – SD Muni Building	767,666	767,685	0.0	769,656	0.3
1998 Hall of Justice	1,700,000	2,210,000	30.0	2,210,000	0.0
Total Lease-AB189	\$ 2,905,950	\$ 3,415,980	17.6	\$ 3,419,068	0.1
Lease Payments- Aid from Redevelopment					
1998 Hall of Justice	\$ 800,000	\$ 800,000	0.0	\$ 800,000	0.0
Total Lease-Aid from Redevelopment	\$ 800,000	\$ 800,000	0.0	\$ 800,000	0.0
Total - Funding Sources	\$ 46,779,800	\$ 46,165,969	(1.3)	\$ 42,861,841	(7.2)

Outstanding Capital Projects By Group/Agency

Outstanding Capital Projects By Group/Agency

Public Safety Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/05
KK4901 - 4651 DWNTWN CRTHS REMODEL	54335	93/94	\$ 2,158,514	\$ 145,518
KK6100 - 4869 UNGROUND STORAGE TNK	54529	95/96	3,161,848	39,448
KK6116 - 4647 FIREARMS TRAINING	54331	95/96	6,213,614	8,514
KK8030 - 4830 DOWNTOWN COURT HOUSE	54494	97/98	727,805	3,354
KK8032 - 4832 LAS COLINAS WOM D F	54496	97/98	1,600,000	486,807
KK9013 - 4913 RANCHO DEL CAMPO WW	54561	98/99	80,000	6,357
KK9017 - 4917 DESCANSO DET FACILTY	54565	98/99	1,171,151	110,539
KK9035 - 4935 CAMPO SEWER SYSTEM	54583	98/99	180,000	22,807
KK0687 - 4687 PINE VALLEY SUBST RP	54370	99/00	1,200,000	1,189,522
KK0781 - 4781 E MESA JV DET FACLT Y	54451	99/00	52,693,748	3,117,420
KK1712 - 4712 EAST MESA WAREHOUSE	54204	00/01	906,167	758,778
KK1715 - 4715 NCRC CRTHSE/ANX RMOD	54395	00/01	5,507,500	1,742
KK1717 - 4717 E MESA JUV FAC AC RD	54397	00/01	2,330,189	452,212
KK2984 - 4984 GIRLS REHAB FACILITY	54240	01/02	1,400,000	144,968
KK2994 - 4994 SHRF CRIME LAB RMDL	54628	01/02	2,596,618	15,035
KK3424 - 4424 JUV COURT EXPANSION	54682	02/03	370,977	174
KK3439 - 4439 VISTA DET CONTCOL PN	54634	02/03	2,647,483	1,699,171
KA5485 - 4485 RANCHO SD SHF STATION	54050	04/05	2,000,000	1,999,813
Total - Public Safety Group			\$ 86,945,614	\$ 10,202,181

Health and Human Services Agency

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/05
KK0866 - 4866 EDGEMOOR RECONSTRUCT	54526	99/00	\$ 83,785,556	\$ 77,832,164
KK2992 - 4992 SAN PASQUAL GYM	54626	01/02	2,063,000	11,726
KK2993 - 4993 SAN PASQUAL GIRL DRM	54627	01/02	2,025,000	1,596,192



Outstanding Capital Projects By Group/Agency

Health and Human Services Agency

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/05
KK3422 - 4422 POLINSKY CTR NURSERY	54681	02/03	2,420,334	568,290
KK3430 - 4430 SAN PASQ HLTH WELLNS	54687	02/03	500,000	421
KK4463 - 4463 HHSA OFC/PRKING STRC	54639	03/04	1,300,000	56,611
KK4459 - 4459 PUBLIC HLTH LAB RMDL HV	54638	04/05	4,300,000	4,300,000
Total - Health and Human Services Agency			\$ 96,393,890	\$ 84,365,404

Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/05
KN6019 - 4619 HERITAGE PK CAROUSEL	54303	95/96	\$ 715,000	\$ 627,724
KN7022 - 4741 OTAY LAKE PARK RESTO	54414	96/97	2,486,774	133,847
KN7915 - 4790 GUAJOME RESTOR	54457	96/97	1,715,300	23,486
KA8950 - 4540 WASTESITE LAND ACQ	54023	97/98	8,238,400	6,250,786
KN8013 - 4813 JESS MARTIN PARK	54477	97/98	70,150	1,357
KN8015 - 4815 GUAJOME SPORTSFIELD	54479	97/98	265,000	211,198
KN8017 - 4817 GUAJOME ADOBE IMPV	54481	97/98	221,381	82,570
KN8045 - 4845 OAKOASIS LOG HSE RST	54509	97/98	100,000	30,913
KA9500 - 4545 MULT SPECIES CON PRG	54028	98/99	21,853,953	6,085,969
KN9016 - 4916 RAINBOW PARK PHASE I	54564	98/99	1,467,000	27,161
KN9020 - 4920 TJR/V/EFFIE MAE FARM	54568	98/99	126,629	10,707
KN9021 - 4921 VLCN MT REST/ERSN	54569	98/99	17,000	3,197
KN9031 - 4931 SWTWTR-MORRISON POND	54579	98/99	237,750	10,463
KN9032 - 4932 COLLIER PK FAC DSGN	54580	98/99	490,000	375,356
KN9554 - 4908 WILDERNESS GDN WELL	54556	98/99	15,000	1,137
KK9555 - 4909 ENV HLTH-FIRE ALM HW	54557	98/99	45,750	45,750
KA0549 - 4549 VLCN MTPRSER VI ACQ	54032	99/00	744,081	196,923
KA0550 - 4550 OTY VLY REG PK II AQ	54033	99/00	9,403,766	2,754,643
KA0551 - 4551 ESCONDIDO CREEK ACQ	54034	99/00	2,260,000	498,950
KN0550 - 4982 OTAY VLY REG PK	54238	99/00	1,955,000	1,526,016
KN0754 - 4754 LAMAR PARK DEVELOP	54427	99/00	1,057,755	10,821
KN0783 - 4783 JULIAN SKATEBOARD PK	54452	99/00	387,167	18,392



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/05
KN0787 - 4787 COTTONWOOD III PARK	54454	99/00	1,459,605	27,544
KN0867 - 4867 AGUA CALIENTE PK RST	54527	99/00	447,577	17,813
KN0870 - 4870 PINE VLY BSKT/TENNIS	54530	99/00	491,168	699
KN0873 - 4873 TJ RVR VLY SPORTS PK	54533	99/00	2,768,950	597,272
KN0877 - 4877 VLCN MTN PSERV TRAIL	54537	99/00	23,210	17,345
KN0878 - 4878 WH HEISE PK TRAIL IM	54538	99/00	16,544	5,262
KN0884 - 4884 LAKESIDE TEEN CENTER	54544	99/00	571,000	14,801
KK0865 - 4865 SPRING VLY GYM	54525	99/00	2,520,392	2,049,283
KK0880 - 4880 SPRING VLY TEEN CTR	54540	99/00	679,608	459,778
KA1557 - 4557 BANCROFT PARK ACQ	54013	00/01	473,000	471,718
KA1562 - 4562 NORTH CTY OPEN ACQ	54014	00/01	588,256	406,712
KA1971 - 4971 SAN ELIJO ACQUISITNS	54045	00/01	2,450,000	510,936
KN1561 - 4561 JUL JESS MAR COM CTR	54252	00/01	121,682	1,431
KN1886 - 4886 JULIAN MEM PK IMPRV	54546	00/01	50,000	30,599
KN1954 - 4954 DOS PICOS PK PICNIC	54602	00/01	626,604	267,059
KN1976 - 4976 SAN ELIJO ADA PK-TRL	54618	00/01	146,000	122,858
KN1978 - 4978 LOS PENASG ADA PK-TR	54620	00/01	30,000	9,584
KN1979 - 4964 FALLBROOK SPORTS PK	54612	00/01	755,442	54,205
KA2564 - 4564 OTAY RIVER VLY PK AC	54015	01/02	1,250,000	1,250,000
KA2973 - 4973 TRAIL EASEMENT ACQ	54017	01/02	41,965	22,937
KN2582 - 4582 LIVE OAK PK PAR/BSKT	54267	01/02	91,383	13,301
KN2630 - 4588 TJ RVR FL REG PK FEN	54272	01/02	150,000	37,230
KN2669 - 4669 SWTR PK EQUES CENTER	54352	01/02	120,000	118,560
KN2675 - 4586 GOODAN RNCH PRES RES	54270	01/02	80,000	3,735
KN2678 - 4678 REG CAMP PK ELEC UPG	54361	01/02	200,000	8,026
KN2680 - 4680 SWTR PK POND RESTOR	54363	01/02	50,000	36,308
KN2752 - 4752 OTAY VLY PK FEN/SUP	54425	01/02	191,000	169,059
KN2918 - 4918 VERNA HOUSE RESTORTN	54566	01/02	449,923	4,747
KN2955 - 4955 AGU CALIENTE PK IMP	54603	01/02	1,007,000	972,129
KN2957 - 4957 FLINN SPRINGS PK IMP	54605	01/02	271,969	5,271
KN2958 - 4958 LAKE JENNINGS PK IMP	54606	01/02	174,906	5,424
KN2960 - 4960 LAKE MORENA PK EQUIP	54608	01/02	416,190	336,352



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/05
KN2962 - 4962 STELTZER PK PLYGRND	54610	01/02	295,000	26,295
KN2968 - 4968 CACTUS PK SPORTSFLD	54232	01/02	190,150	103,832
KN2985 - 4985 OTAY VLY PK TREE-IRR	54241	01/02	50,000	21,056
KN2995 - 4995 OTAY VLY PK INTRP CT	54629	01/02	100,000	64,557
KN2996 - 4996 TJ RVR TRL CROSSING	54630	01/02	450,000	370,544
KA3438 - 4438 VOLCAN MTN WEST ACQ	54130	02/03	2,000,000	2,000,000
KA3442 - 4442 SANTA MARIA CRK ACQ I	54131	02/03	1,000,000	966,261
KA3443 - 4444 SANTA MARIA CRK ACQ II	54132	02/03	990,000	9,081
KA3420 - 4420 BONSALL PK RVR ACQ	54122	02/03	333,859	322,095
KN3106 - 4872 SWTWTR LAKEVIEW	54532	02/03	2,685,991	687,950
KN3401 - 4401 JESS MARTIN PK SPORT	54660	02/03	100,000	99,856
KN3406 - 4406 SWTWTR PK SR125 MIT	54665	02/03	410,000	192,395
KN3407 - 4407 LINDO LAKE WELL	54666	02/03	34,730	33,604
KN3408 - 4408 LOS PENASQ TRL RESTR	54667	02/03	75,000	74,723
KN3409 - 4409 POTRERO PK PLYGRNDS	54668	02/03	152,506	139,815
KN3411 - 4411 BORREGO SPR PK MPLAN	54671	02/03	78,000	31,109
KN3412 - 4412 E COUNTY SPORTS COMP	54672	02/03	241,500	230,133
KN3413 - 4413 FALLBRK COMM PK PLYG	54673	02/03	282,350	52,159
KN3414 - 4414 FELICITA PK IMPRV	54674	02/03	896,483	446,279
KN3415 - 4415 GUAJOME PK PLY/RS/DK	54675	02/03	598,800	570,187
KN3416 - 4416 NANCY JANE PK SWINGS	54676	02/03	140,000	135,230
KN3417 - 4417 SAN DIEGUITO UP PIC	54677	02/03	575,000	424,762
KN3418 - 4418 SOUTH LANE PK IMPRV	54678	02/03	98,000	96,938
KN3419 - 4419 SWTWTR BKWY TRL LONS	54679	02/03	1,100,000	1,100,000
KN3432 - 4432 SAN LUIS REY RRR P&D	54689	02/03	550,000	363,566
KN3441 - 4441 TJ RVR VLY HAB TRL P	54691	02/03	1,175,000	589,533
KN3442 - 4443 SANTA MARIA RESTORTN	54692	02/03	500,000	473,124
KN3443 - 4445 SAN MAR CRK REST TRL	54693	02/03	40,000	40,000
KN3446 - 4446 RM COLL PK BSKTBL CT	54694	02/03	195,000	195,000
KA4453 - 4453 FLBRK B BURNSITE PUR	54134	03/04	90,000	90,000
KA4456 - 4456 JACUM II BURNSITE PUR	54137	03/04	50,000	50,000
KA4457 - 4457 DESCANSO BURNSTE PUR	54138	03/04	30,000	30,000



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/05
KA4478 - 4478 VALLEY PARK PROJECT	54047	03/04	500,000	494,529
KA4480 - 4480 1-122 ALLOT D5 ACQS	54049	03/04	748,200	748,200
KN4450 - 4450 LKSD TEEN CTR PHS II	54695	03/04	335,000	86,161
KN4451 - 4451 FELICITA PRKG LOT RS	54696	03/04	100,000	100,000
KN4452 - 4452 SIMON PRES/TRL CONST	54697	03/04	75,000	75,000
KN4464 - 4464 SAN ELIJO NAT CTR EX	54701	03/04	300,000	253,148
KN4472 - 4472 COLLIER PK ADA RSTR	54707	03/04	193,000	887
KN4481 - 4481 SAN DIEGTO RECYC WTR	54713	03/04	91,400	83,549
KN4482 - 4482 SV PK BSKTBL CT IMPV	54714	03/04	20,000	14,082
KN4484 - 4484 LKSDE SPORTS PARK	54715	03/04	81,224	81,224
KN5486 - 4486 COLLIER PARK PLYGROUND	54716	04/05	126,917	111,698
KN5491 - 4491 FLBRK COMM CTR INT RMDL	54722	04/05	60,000	53,635
KN5492 - 4492 LINC ACRE PARK PLY IMPRV	54723	04/05	114,000	100,000
KN5493 - 4493 FELICITA PK ADA RMP DSN	54724	04/05	25,000	22,623
KN5494 - 4494 LINDO LAKE PK ADA RAMP	54725	04/05	25,000	17,772
KA5495 - 4495 I-122 ALLOT DIST 3 ACQS	54140	04/05	109,500	109,500
KN5496 - 4496 JESS MARTIN WELL IMPRV	54683	04/05	330,000	330,000
Total - Land Use & Environment Group			\$ 91,327,840	\$ 39,687,437

Community Services Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/05
KL7020 - 4882 SPRING VLY LIBRARY	54542	96/97	\$ 3,458,970	\$ 264,746
KA8030 - 4548 DOWNTOWN COURTHSE ACQ	54031	97/98	12,879,230	2,728,418
KA9542 - 4851 CARDIFF LIB LAND ACQ	54042	98/99	989,000	5,691
KL9022 - 4922 RANCHO SD LIBRARY	54570	98/99	5,154,800	225,306
KL9023 - 4923 VALLEY CTR LIBRARY	54571	98/99	4,421,280	87,605
KL9540 - 4753 BONITA LIBR-CONSTR	54426	98/99	4,577,450	3,382,956
KL9542 - 4778 CARDIFF LIBRARY	54448	98/99	2,091,077	73,218
KL9543 - 4756 ENCINITAS LIBR-CONST	54429	98/99	250,000	250,000
KL1600 - 4567 CAMPO LIBRARY DESIGN	54254	00/01	989,783	751,557



Outstanding Capital Projects By Group/Agency

Community Services Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/05
KL1974 - 4974 FALLBROOK LIBRARY	54616	00/01	463,000	200,091
KK1709 - 4709 NO COUNTY ANIM SHEL	54392	00/01	6,575,339	2,193,784
KK1953 - 4953 VALLEY CTR MUSEUM	54601	00/01	255,000	29,352
KL2981 - 4981 JULIAN SH USE LIB	54237	01/02	3,085,516	231,408
KL2983 - 4983 ALPINE LIBRARY	54239	01/02	881,585	669,526
KA2983 - 4435 ALPINE LIB LAND ACQ	54128	01/02	34,867	10,067
KL2987 - 4465 RAMONA LIBRARY	54700	01/02	476,036	415,667
KA2987 - 4987 RAMONA COMM CAMPUS	54120	01/02	2,975,000	167,562
KL3440 - 4440 PINE VLY LIB EXPANSN	54690	02/03	193,000	17,079
KL3460 - 4460 DESCANSO LIB EXPANSN	54637	02/03	176,000	28,571
KK3421 - 4421 CAC WATERFRONT PARK	54680	02/03	2,900,000	478,662
KK3458 - 4458 BONITA HIST MUSEUM	54635	02/03	1,250,000	1,097,316
KA4479 - 4479 FALLBRK LIB LAND EXP	54048	03/04	191,000	95,999
Total - Community Services Group			\$ 54,267,933	\$ 13,404,581

Finance & General Government Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/05
KK1662 - 4662 ARCC LUEG BLDG SAN MAR	54203	00/01	\$ 9,244,118	\$ 9,227,721
KK3436 - 4436 CAC ELEVATOR UPGRADE	54633	02/03	600,000	149,204
Total - Finance and General Government Group			\$ 9,844,118	\$ 9,376,925

Total Outstanding Capital Projects

Project Name	Total Appropriations	Remaining Balance as of 2/28/05
Total - Outstanding Capital Projects	\$ 338,779,395	\$ 157,036,528



Finance-Other

Finance-Other

.....
Finance-Other
.....

Finance-Other



Description

This group of programs includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them, or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The following provides a brief description of the purpose of these organizational units along with supporting and explanatory information:

Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. During the course of the fiscal year, the County will experience temporary shortfalls in its cash flow due to the timing of expenditure and receipt of revenue. To meet these cash flow needs the County issues Tax and Revenue Anticipation Notes (TRANs). In addition, the County borrows cash to support the Teeter Plan. Under this plan the County has agreements with a number of taxing entities in the region whereby the County apportions to those entities the total amount of property tax due even though some taxpayers may not pay timely. In return, the County receives all the delinquent taxes and the penalties and interest due. Property tax revenues have historically been subject to delinquency rates of between 1 ½ to 4 ½ percent.

Community Enhancement

Community Enhancement funds are appropriated to fund cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions which promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. The amount of funding proposed by the CAO for Community Enhancement approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be

collected each year. Applications for funding are submitted to the Board of Supervisors by March 1 preceding the new fiscal year, with approval of projects given through the budget adoption process. The amount for Fiscal Year 2005-06 is the same as Fiscal Year 2004-05, and the appropriations for Fiscal Year 2005-06 are based on an anticipated three percent growth in TOT revenues.

Community Projects

The Community Projects program provides grants to community organizations for furtherance of public purposes at the regional and community levels throughout San Diego County. The funding level is reviewed each year by the Chief Administrative Officer and is contingent on the availability of fund balance. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board as a whole.

Contributions to the County Library System

These General Fund appropriations are provided to augment the County Library Fund. The amounts for Fiscal Years 2005-06 and 2006-07 are the same as the Fiscal Year 2004-05 Adopted budget.

Contingency Reserve—General Fund

A Contingency Reserve appropriation of \$15.6 million is proposed for Fiscal Years 2005-06 and 2006-07. These appropriations are a source of funding for unanticipated needs or events that may occur during the fiscal year.



Examples of potential needs include emergency repairs, one-time projects, or Countywide appropriation and revenue shortfalls

Contributions to Capital Outlay Fund

These appropriations represent the General Fund cost for Capital development or land acquisition projects. For Fiscal Years 2005-06 and 2006-07 appropriations are proposed only for land acquisition for the Multiple Species Conservation Program (MSCP) pending Board review of the Capital Improvement Needs Assessment report.

Lease Payments-Bonds

The appropriations for this program are related to the annual lease payment due on the County's outstanding Certificates of Participation. Previously, the appropriations included the General Fund contribution for lease purchase payments that were in turn paid out of the Capital Outlay Program. To simplify budgeting and accounting beginning in Fiscal Year 2004-05, lease payments were paid directly from the General Fund instead of the Capital Outlay Program. Lease purchase payments are decreasing in Fiscal Year 2005-06 due to the scheduled completion of payments. See the Capital Program for the detail on the lease purchase payments and a list of open capital projects.

Contribution to Capital/Debt Reduction

Appropriations are being proposed in Fiscal Years 2005-06 and 2006-07 for pending capital and or debt reduction opportunities.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. The major components of the Countywide General Expenses are:

- Payment on Enterprise Resource Planning System Bonds,

- Reserve for periods of recession and economic slowdown,
- Contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract, and
- Contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for Court employees.

Countywide Shared Major Maintenance

In Fiscal Years 2005-06 and 2006-07, appropriations totaling \$2.0 million are proposed for major maintenance projects at County facilities that are shared by departments from multiple groups. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund (ISF)

In Fiscal Year 1994-1995, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee-risk management activities. This fund accounts for claim payments and administrative costs of the County's self-insured Workers' Compensation program, Unemployment, and Medical and Dental benefit reserves.

The rates for workers' compensation, charged to individual departments are based 70% on the last five years' actual loss experience and 30% based on California Insurance Rating Bureau (CIRB) rates. A reserve for Workers' Compensation Claims liability has been established with a current level of \$34.0 million. For Fiscal Years 2005-06, \$3.4 million is proposed to be added to the Workers' Compensation Reserve and in Fiscal Year 2006-07 an additional \$4.2 million is proposed to be added, increasing it to \$37.4 million in Fiscal Year 2005-06 and \$41.6 million in Fiscal



Year 2006-07. As a result of the County's Work Safe, Stay Healthy program, claims expenses have somewhat declined, enabling the County to redirect resources to building a prudent reserve as required of a self-insured program and determined by an actuarial analysis.

Unemployment insurance rates are determined based on historical costs and apportioned based on departmental staff hours.

The Medical and Dental reserves are held as required of a self-insured program

Local Agency Formation Commission Administration

These appropriations are allocated to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in State Law (Government Code Section 56381). LAFCo is an independent government agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000-01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCo is shared by the County, the 18 cities, and 65 independent special districts in San Diego County.

Public Liability Insurance Internal Service Fund (ISF)

In Fiscal Year 1994-1995, the County established the Public Liability Insurance Internal Service Fund (ISF) to report all of its public-risk management activities. The County is self-insured through this ISF for premise liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery, and general liability. The cost of insurance to General Fund departments, other funds, and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years' loss experience, and 10% based on staff hours of exposure. The County

contracts with an actuary to annually assess the long-term liability of the fund to determine an adequate level of reserves. The most current analysis estimates a long-term liability of \$15.2 million, thus the current reserve of \$19.5 million is deemed adequate for this fund. Due to relatively low levels of claims expense over the past few years compared to budget, the Public Liability ISF's fund balance (over and above the reserve) has grown and is proposed to be used in the amounts of \$9 million in Fiscal Year 2005-06 and \$9.0 million in Fiscal Year 2006-07 in lieu of charges to departments. Departments will collectively pay \$2.0 million annually of the anticipated costs.

Pension Obligation Bonds

The San Diego County Employees Retirement Association (SDCERA) is a public employees retirement system that was established by the County of San Diego on July 1, 1939, and is administered by the Board of Retirement to provide service retirement, disability, death and survivor benefits for its members. The Retirement Fund is supported by member contributions, County Contributions and investment income from the Retirement Association assets. The County's contribution consists of a normal component and an Unfunded Actuarial Accrued Liability (UAAL) component. On three occasions the County has found it financially advantageous to refinance a portion of the UAAL by issuing Pension Obligation Bonds. The County of San Diego issued \$430.4 million of taxable Pension Obligation Bonds (POBs) in February 1994, \$737.3 million of POBs in October 2002 (of which \$550.0 million was paid to the Retirement Fund and \$187.3 million was used to refinance a portion of the 1994 Taxable Bonds and pay costs of issuance) and \$454.1 million of POBs in June 2004. During Fiscal Year 2004-05, the remaining balance on the 1994 POBs was economically defeased by using one-time resources to purchase a guaranteed investment contract (GIC) that will be used to make the final three years' payments.



The appropriations for Fiscal Years 2005-06 and 2006-07 support bond principal and interest payments as well as administrative expenses for the 2002 and the 2004 POBs. They also provide for the annual payment for the 1994 POBs that, although economically defeased, must, for accounting reasons, still be reflected as annual expenditures in the County's budget until completely redeemed in Fiscal Year 2007-08

Debt Service Local Boards

This cost represents the debt service cost for Majestic Pines, which was issued in January 1973 for the construction of a water distribution system. The debt will be paid off in January 2012. The cost is offset by a special assessment on property located within the service area.

Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Proposed Budget	% Change	Fiscal Year 2006-07 Proposed Budget	% Change
Cash Borrowing Program	\$ 7,625,000	\$ 12,700,000	66.56	\$ 12,700,000	0.00
Community Enhancement	3,000,000	3,000,000	0.00	3,090,000	3.00
Community Projects	10,000,000	10,000,000	0.00	10,000,000	0.00
Contribution to County Library	3,550,000	3,550,000	0.00	3,550,000	0.00
Contingency Reserve General Fund	15,600,000	15,600,000	0.00	15,600,000	0.00
Contributions to Capital Outlay Fund	2,000,000	2,800,000	40.00	2,800,000	0.00
Contribution to Capital/Debt Reduction	0	3,672,952	N/A	24,455,205	565.82
Lease Payments-Bonds	46,779,800	46,165,969	(1.31)	42,861,841	(7.16)
Countywide General Expense	76,700,945	43,154,886	(43.74)	54,510,540	26.31
Countywide Shared Major Maintenance	0	2,000,000	N/A	2,000,000	0.00
Employee Benefits Fund (ISF)	35,401,399	35,650,654	0.70	36,755,049	3.10
Local Agency Formation Commission Administration	225,647	243,000	7.69	252,720	4.00
Public Liability Insurance (ISF)	10,500,000	11,000,000	4.76	11,000,000	0.00
Pension Obligation Bonds	126,553,344	110,514,605	(12.67)	116,460,563	5.38
Debt Service Local Boards	29,750	31,375	5.46	27,750	(11.55)
Total	\$ 337,965,885	\$ 300,083,441	(11.21)	\$ 336,063,668	11.99

Appendices

Appendices

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Appendix A: Budget by Group



Public Safety Group

Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 668,475,818	\$ 698,074,059	4.43	\$ 717,215,056	2.74
Services & Supplies	170,087,121	170,085,349	(0.00)	159,495,471	(6.23)
Other Charges	100,351,436	114,425,399	14.02	100,460,684	(12.20)
Capital Assets/Land Acquisition	0	0	0	0	0
Capital Assets Equipment	27,840,245	1,136,816	(95.92)	315,616	(72.24)
Expenditure Transfer & Reimbursements	(15,666,844)	(16,659,891)	6.34	(17,182,610)	3.14
Operating Transfers Out	206,932,512	223,999,395	8.25	232,232,880	3.68
Management Reserves	569,393	1,569,393	175.63	0	(100.00)
Total	\$ 1,158,589,681	\$ 1,192,630,520	2.94	\$ 1,192,537,097	(0.01)

Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Licenses Permits & Franchises	\$ 358,500	\$ 362,347	1.07	\$ 362,347	0.00
Fines, Forfeitures & Penalties	22,034,414	26,713,053	21.23	23,713,053	(11.23)
Revenue From Use of Money & Property	10,281,840	9,335,122	(9.21)	8,217,245	(11.98)
Intergovernmental Revenues	377,529,636	392,141,536	3.87	378,375,248	(3.51)
Charges For Current Services	108,649,487	118,918,138	9.45	123,549,625	3.90
Miscellaneous Revenues	10,316,322	5,953,095	(42.29)	5,857,458	(1.61)
Other Financing Sources	212,457,954	229,524,837	8.03	237,758,323	3.59
Fund Balance	37,412,795	11,214,175	(70.03)	3,335,581	(70.26)
General Revenue Allocation	379,548,733	398,468,217	4.98	411,368,217	3.24
Total	\$ 1,158,589,681	\$ 1,192,630,520	2.94	\$ 1,192,537,097	(0.01)

Staffing - Staff Years

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Staff Years	7,470.50	7,470.50	0.00	7,484.50	0.19



Appendix A: Budget by Group

Health and Human Services Agency

Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 396,526,449	\$ 414,638,428	4.57	\$ 418,360,286	(0.90)
Services & Supplies	624,040,699	658,112,198	5.46	653,343,105	(0.73)
Other Charges	413,354,919	415,207,971	0.45	418,247,844	0.73
Capital Assets Equipment	243,137	796,508	227.60	873,508	9.67
Expenditure Transfer & Reimbursements	(230,207)	(354,135)	53.83	(354,135)	0.00
Operating Transfers Out	314,599,090	327,218,798	4.01	340,806,273	4.15
Management Reserves	2,500,000	5,000,000	100.00	5,000,000	0.00
Total	\$ 1,751,034,087	\$ 1,820,619,768	3.97	\$ 1,836,276,881	0.86

Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Taxes Current Property	\$ 915,675	\$ 1,103,156	20.48	\$ 1,285,757	16.55
Taxes Other Than Current Secured	17,206	29,080	69.01	30,480	4.81
Licenses Permits & Franchises	1,217,627	858,323	(29.51)	858,323	0.00
Fines, Forfeitures & Penalties	4,544,830	4,658,704	2.51	4,659,115	0.01
Revenue From Use of Money & Property	807,745	923,049	14.28	782,745	15.20
Intergovernmental Revenues	1,286,134,857	1,356,687,486	5.49	1,362,858,459	0.46
Charges For Current Services	38,049,226	40,380,547	6.13	40,588,874	0.52
Miscellaneous Revenues	12,419,145	10,818,496	(12.89)	10,420,171	(3.68)
Other Financing Sources	299,154,776	308,109,411	2.99	321,734,753	10.81
Fund Balance	48,893,894	36,927,410	(24.47)	32,934,098	12.13
General Revenue Allocation	58,879,106	60,124,106	2.11	60,124,106	0.00
Total	\$ 1,751,034,087	\$ 1,820,619,768	3.97	\$ 1,836,276,881	0.86

Staffing - Staff Years

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Staff Years	\$ 5,620.62	\$ 5,550.92	(1.24)	\$ 5,550.92	0.00



Land Use and Environment Group

Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 133,363,337	\$ 138,838,013	4.11	\$ 143,157,844	3.11
Services & Supplies	156,092,863	134,572,059	(13.79)	140,400,103	4.33
Other Charges	13,869,800	4,879,215	(64.82)	7,585,785	55.47
Capital Assets/Land Acquisition	8,546,162	11,769,562	37.72	11,708,895	(0.52)
Capital Assets Equipment	4,179,579	3,219,306	(22.98)	3,069,436	(4.66)
Reserves	35,000	0	(100.00)	0	N/A
Reserve/Designation Increase	0	2,137,700	N/A	446,820	(79.10)
Operating Transfers Out	6,249,838	6,095,344	(2.47)	6,337,835	3.98
Management Reserves	2,441,609	341,609	(86.01)	341,609	0.00
Total	\$ 324,778,188	\$ 301,852,808	(7.06)	\$ 313,048,327	3.71

Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Taxes Current Property	\$ 4,710,258	\$ 4,912,755	4.30	\$ 4,922,855	0.21
Taxes Other Than Current Secured	21,439,472	9,386,500	(56.22)	21,899,570	133.31
Licenses Permits & Franchises	31,432,264	32,189,856	2.41	33,778,440	4.94
Fines, Forfeitures & Penalties	1,446,490	1,552,872	7.35	\$ 1,583,051	1.94
Revenue From Use of Money & Property	15,949,383	16,111,279	1.02	16,127,404	0.10
Intergovernmental Revenues	83,560,660	86,280,508	3.26	81,699,373	(5.31)
Charges For Current Services	69,028,106	72,400,621	4.89	73,927,300	2.11
Miscellaneous Revenues	16,281,306	15,233,030	(6.44)	15,645,192	2.71
Other Financing Sources	8,146,584	7,578,045	(6.98)	7,805,530	3.00
Reserve/Designation Decreases	1,723,495	1,560,500	(9.46)	1,584,250	1.52
Fund Balance	37,768,143	20,292,566	(46.27)	20,210,086	(0.41)
General Revenue Allocation	33,292,027	34,354,276	3.19	33,865,276	(1.42)
Total	\$ 324,778,188	\$ 301,852,808	(7.06)	\$ 313,048,327	3.71



Appendix A: Budget by Group

Staffing - Staff Years

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Staff Years	\$ 1,492.00	\$ 1,492.00	0.00	\$ 1,492.00	0.00



Appendix A: Budget by Group

Community Services Group

Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 72,840,450	\$ 76,375,666	4.85	\$ 79,129,266	3.61
Services & Supplies	121,354,907	124,588,629	2.66	125,712,328	0.90
Other Charges	18,421,539	16,841,612	(8.58)	15,400,632	8.56
Capital Assets Equipment	9,181,000	9,336,000	1.69	9,216,000	(1.29)
Expenditure Transfer & Reimbursements	0	(31,000)	N/A	(31,000)	0.00
Reserves	100,000	100,000	0.00	100,000	0.00
Operating Transfers Out	6,616,257	5,972,641	(9.73)	5,978,324	0.10
Management Reserves	2,691,242	3,849,603	43.04	648,190	(83.16)
Total	\$ 231,205,395	\$ 237,033,151	2.52	\$ 236,153,740	(0.37)

Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Taxes Current Property	\$ 20,784,012	\$ 22,856,304	9.97	\$ 24,088,078	5.39
Taxes Other Than Current Secured	5,802,506	5,331,732	(8.11)	5,412,274	1.51
Licenses Permits & Franchises	2,220,900	2,121,900	(4.46)	2,121,900	0.00
Fines, Forfeitures & Penalties	9,000	13,000	44.44	13,000	0.00
Revenue From Use of Money & Property	1,292,132	1,307,307	1.17	1,307,067	(0.02)
Intergovernmental Revenues	42,988,873	39,273,574	(8.64)	39,638,876	0.93
Charges For Current Services	123,776,303	126,200,393	1.96	129,331,224	2.48
Miscellaneous Revenues	4,404,675	3,380,642	(23.25)	3,408,556	0.83
Other Financing Sources	6,160,549	7,144,090	15.97	7,154,919	0.15
Reserve/Designation Decreases	748,035	451,965	(39.58)	0	(100.00)
Fund Balance	14,464,184	14,544,018	0.55	9,112,620	(37.35)
General Revenue Allocation	8,554,226	14,408,226	68.43	14,565,226	(1.08)
Total	\$ 231,205,395	\$ 237,033,151	2.52	\$ 236,153,740	(0.37)



Appendix A: Budget by Group

Staffing - Staff Years

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Staff Years	\$ 986.25	\$ 973.75	(1.27)	\$ 978.75	0.51



Appendix A: Budget by Group

Finance and General Government Group

Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 106,727,244	\$ 113,680,179	6.52	\$ 116,684,169	2.64
Services & Supplies	166,500,121	172,107,003	3.37	152,597,143	(11.34)
Other Charges	20,000	0	(100.00)	0	0.00
Capital Assets/Land Acquisition	0	0	31.02	0	0.00
Capital Assets Equipment	0	70,000	N/A	0	(100.00)
Expenditure Transfer & Reimbursements	(216,691)	(355,465)	64.04	(365,365)	2.79
Reserve/Designation Increase	0	0	N/A	0	N/A
Operating Transfers Out	0	0	N/A	0	N/A
Management Reserves	3,450,000	3,550,000	2.90	3,240,000	(8.73)
Total	\$ 276,480,674	\$ 289,051,717	4.55	\$ 272,155,947	(5.85)

Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Licenses Permits & Franchises	\$ 2,763,223	\$ 2,787,205	0.87	\$ 2,881,093	3.37
Fines, Forfeitures & Penalties	800,000	799,000	(0.13)	799,000	0.00
Revenue From Use of Money & Property	156,846	174,949	33.57	643,949	8.42
Intergovernmental Revenues	10,727,500	10,580,500	(0.46)	10,580,500	(7.90)
Charges For Current Services	153,508,051	158,758,234	3.41	154,623,327	(2.60)
Miscellaneous Revenues	6,808,617	7,061,081	3.71	7,177,323	1.65
Other Financing Sources	8,161,450	10,638,000	(10.02)	5,193,000	(61.93)
Reserve/Designation Decreases	3,238,200	3,238,200	0.00	2,201,400	(32.02)
Fund Balance	12,514,990	8,080,000	(18.04)	6,349,807	(38.45)
General Revenue Allocation Offset	77,801,797	86,934,548	11.74	87,366,548	0.50
Total	\$ 276,480,674	\$ 289,051,717	4.55	\$ 272,155,947	(5.85)



Appendix A: Budget by Group

Staffing - Staff Years

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Staff Years	\$ 1,267.50	\$ 1,271.50	0.32	\$ 1,271.50	0.00



Appendix A: Budget by Group

Capital Program

Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Services & Supplies	\$ 5,360,000	\$ 2,860,000	(46.64)	\$ 2,860,000	0.00
Capital Assets/Land Acquisition	2,829,300	3,707,000	31.02	2,800,000	(24.47)
Total	\$ 8,189,300	\$ 6,567,000	(19.81)	\$ 5,660,000	(13.81)

Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Revenue From Use of Money & Property	\$ 287,823	\$ 419,000	45.58	\$ 469,000	11.93
Intergovernmental Revenues	813,300	907,000	11.52	0	(100.00)
Charges for Current Services	16,000	0	0	0	0
Other Financing Sources	7,000,000	3,004,000	(57.09)	3,503,000	16.61
Fund Balance	72,177	2,237,000	2,999.33	1,688,000	(24.54)
Total	\$ 8,189,300	\$ 6,567,000	(19.81)	\$ 5,660,000	(13.81)



Appendix A: Budget by Group

Finance Other

Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 26,117,635	\$ 24,200,000	(7.34)	\$ 24,200,000	0.00
Services & Supplies	21,436,209	51,535,009	140.41	64,819,542	25.78
Other Charges	217,113,541	197,057,807	(9.24)	219,023,456	11.15
Reserves	15,600,000	15,600,000	0.00	15,600,000	0.00
Reserve/Designation Increase	4,600,000	3,402,625	(26.03)	4,200,000	23.43
Operating Transfers Out	53,098,500	8,288,000	(84.39)	8,220,670	(0.81)
Total	\$ 337,965,885	\$ 300,083,441	(11.21)	\$ 336,063,668	11.99

Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Taxes Current Property	\$ 29,250	\$ 31,375	7.26	\$ 26,750	(14.74)
Fines, Forfeitures & Penalties	2,905,950	3,415,980	17.55	3,419,068	0.09
Revenue From Use of Money & Property	1,880,034	1,274,186	(32.23)	1,283,240	0.71
Intergovernmental Revenues	7,887,864	6,642,100	(15.79)	6,805,364	2.46
Charges For Current Services	96,432,879	100,644,417	4.37	104,361,422	3.69
Miscellaneous Revenues	0	17,778,492	N/A	17,744,475	(0.19)
Other Financing Sources	45,934,000	300,000	(99.35)	200,000	(33.33)
Reserve/Designation Decreases	500	0	(100.00)	1,000	N/A
Fund Balance	83,534,000	43,257,222	(48.22)	46,527,306	7.56
General Revenue Allocation Offset	99,361,408	126,739,669	27.55	155,695,043	22.85
Total	\$ 337,965,885	\$ 300,083,441	(11.21)	\$ 336,063,668	11.99

Appendix B: Appropriations by Fund



County Funds by Type

County Funds by Type

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
General Fund	\$ 2,869,567,681	\$ 2,912,961,876	1.51	\$ 2,935,683,355	0.78
Air Pollution Control District	22,477,834	23,790,751	5.84	24,584,595	3.34
County Proprietary Enterprise Funds	17,132,149	21,262,597	24.11	18,373,203	(13.59)
County Proprietary Internal Service Funds	295,364,639	302,366,506	2.37	293,688,801	(2.87)
County Service Areas	9,333,414	10,234,213	9.65	10,594,379	3.52
Miscellaneous Local Agencies	9,750,274	7,799,061	(20.01)	6,559,272	(15.90)
Miscellaneous Special Districts	8,866,284	9,371,263	5.70	7,352,093	(21.55)
Permanent Road Divisions	6,962,094	6,749,022	(3.06)	6,749,022	0.00
Sanitation Districts	26,578,351	20,715,552	(22.06)	25,693,087	24.03
Special Revenue Funds	822,210,490	832,587,564	1.26	862,617,853	3.61
Total	\$ 4,088,243,210	\$ 4,147,838,405	1.46	\$ 4,191,895,660	1.06



Appendix B: Appropriations by Fund

County Funds by Group

Public Safety Group

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Public Safety Group General Fund	\$ 944,105,313	\$ 960,952,667	1.78	\$ 952,670,759	(0.86)
Sheriff Asset Forfeiture Program	1,100,000	1,100,000	0.00	1,100,000	0.00
District Atty Asset Forfeiture Program - Fed	386,916	327,500	(15.36)	227,500	(30.53)
District Atty Asset Forfeiture - State	-	200,000	100.00	200,000	0.00
Probation Asset Forfeiture Program	35,000	50,000	42.86	50,000	0.00
Sheriff Inmate Welfare	5,277,000	4,559,081	(13.60)	4,514,081	(0.99)
Probation Inmate Welfare	225,000	225,000	0.00	225,000	0.00
Public Safety (Prop 172) Spec. Rev.	201,966,912	220,517,932	9.19	228,851,417	3.78
Jail Stores Internal Service Fund	4,645,200	3,850,000	(17.12)	3,850,000	0.00
CSA 135 Regional 800 MHZ Radio System	622,954	622,954	0.00	622,954	0.00
CSA 135 Del Mar 800 MHZ Zone B	57,049	57,049	0.00	57,049	0.00
CSA 135 Poway 800 MHZ Zone F	129,888	129,888	0.00	129,888	0.00
CSA 135 Solana Beach 800 MHZ Zone H	38,449	38,449	0.00	38,449	0.00
Total	\$ 1,158,589,681	\$ 1,192,630,520	2.94	\$ 1,192,537,097	(0.01)



Appendix B: Appropriations by Fund

Health and Human Services Agency

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Health and Human Services Agency General Fund	\$ 1,432,507,365	\$ 1,481,762,546	3.44	\$ 1,490,522,842	0.59
Tobacco Securitization Special Revenue	27,300,000	27,300,000	0.00	27,300,000	0.00
Social Services Realignment	100,020,358	117,681,440	17.66	122,376,629	3.99
Mental Health Realignment	86,888,757	89,720,336	3.26	90,158,480	0.49
Health Realignment	99,569,949	98,478,707	(1.10)	99,898,175	1.44
CSA 17 San Dieguito Ambulance	1,804,104	2,189,911	21.38	2,371,586	8.30
CSA 69 Heartland Paramedic	2,943,554	3,486,828	18.46	3,649,169	4.66
Total	\$ 1,751,034,087	\$ 1,820,619,768	3.97	\$ 1,836,276,881	0.86

Land Use & Environment Group

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Land Use and Environment Group General Fund	\$ 127,504,649	\$ 111,734,548	(12.37)	\$ 112,579,169	0.76
Co Fish & Game Propagation	39,500	47,000	18.99	\$ 47,000	0.00
Special Aviation	71,708	178,300	148.65	\$ 65,700	(63.15)
Special Aviation Debt Service	336,189	339,168	0.89	\$ 341,449	0.67
Parkland Ded Area 4 - Lincoln Acres	1,500	1,000	(33.33)	\$ 1,000	0.00
Parkland Ded Area 15 - Sweetwater	2,500	5,000	100.00	\$ 5,000	0.00
Parkland Ded Area 16 - Otay	400	500	25.00	\$ 500	0.00
Parkland Ded Area 19 - Jamul	2,000	1,000	(50.00)	\$ 1,000	0.00
Parkland Ded Area 20 - Spring Valley	5,000	4,000	(20.00)	\$ 4,000	0.00
Parkland Ded Area 25 - Lakeside	2,000	5,000	150.00	\$ 5,000	0.00
Parkland Ded Area 26 - Crest	1,000	3,000	200.00	\$ 3,000	0.00
Parkland Ded Area 27 - Alpine	2,000	4,000	100.00	\$ 4,000	0.00
Parkland Ded Area 28 - Ramona	3,000	5,000	66.67	\$ 5,000	0.00



Appendix B: Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Parkland Ded Area 29 - Escondido	1,000	3,000	200.00	\$ 3,000	0.00
Parkland Ded Area 30 - San Marcos	2,000	1,000	(50.00)	\$ 1,000	0.00
Parkland Ded Area 31 - San Dieguito	2,000	3,500	75.00	\$ 3,500	0.00
Parkland Ded Area 32 - Carlsbad	2,000	1,000	(50.00)	\$ 1,000	0.00
Parkland Ded Area 35 - Fallbrook	2,000	4,000	100.00	\$ 4,000	0.00
Parkland Ded Area 36 - Bonsall	3,000	2,000	(33.33)	\$ 2,000	0.00
Parkland Ded Area 37 - Vista	3,000	1,000	(66.67)	\$ 1,000	0.00
Parkland Ded Area 38 - Valley Center	3,000	8,000	166.67	\$ 8,000	0.00
Parkland Ded Area 39 - Pauma Valley	3,000	1,000	(66.67)	\$ 1,000	0.00
Parkland Ded Area 40 - Palomar - Julian	3,000	3,000	0.00	\$ 3,000	0.00
Parkland Ded Area 41 - Mountain Empire	3,000	3,000	0.00	\$ 3,000	0.00
Parkland Ded Area 42 - Anza - Borrego	2,000	2,000	0.00	\$ 2,000	0.00
Parkland Ded Area 43 - Central Mountain	3,000	2,000	(33.33)	\$ 2,000	0.00
Parkland Ded Area 44 - Oceanside	2,000	1,000	(50.00)	\$ 1,000	0.00
Parkland Ded Area 45 - Valle de Oro	4,000	3,000	(25.00)	\$ 3,000	0.00
Parkland Dedication Fund Interest	15,000	-	(100.00)	\$ -	0.00
Road Fund	88,875,094	80,918,380	(8.95)	\$ 90,461,257	11.79
Survey Monument Preservation Fund	125,000	100,000	(20.00)	\$ 100,000	0.00
Inactive Waste Site Management	14,293,921	14,257,927	(0.25)	\$ 14,297,302	0.28



Appendix B: Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Hillsborough Landfill Maintenance	299,714	330,165	10.16	\$ 330,165	0.00
Duck Pond Landfill Cleanup	61,500	17,000	(72.36)	\$ 17,000	0.00
Airport Enterprise Fund	11,878,855	15,853,098	33.46	\$ 12,892,159	(18.68)
Liquid Waste Enterprise Fund	5,253,294	5,409,499	2.97	\$ 5,481,044	1.32
DPW Equipment Internal Svc Fund	2,036,543	3,577,566	75.67	\$ 3,577,566	0.00
DPW ISF - Equipment Acq - Road Fund	4,345,693	4,049,333	(6.82)	\$ 4,049,333	0.00
DPW ISF - Equipment Acq - Inactive Waste	98,320	95,705	(2.66)	\$ 95,705	0.00
DPW ISF - Equipment Acq - LTF/CPL	-	-	0.00	\$ -	0.00
DPW ISF - Equipment Acq - Airport Ent	676,754	122,751	(81.86)	\$ 122,751	0.00
DPW ISF - Equipment Acq - Liquid Waste	-	3,834	100.00	\$ 3,834	0.00
DPW ISF - Materials / Supply Inventory	187,075	415,812	122.27	\$ 415,812	0.00
Air Pollution Control Dist-Operations	18,287,989	19,286,667	5.46	\$ 19,855,301	2.95
APCD Air Quality Improvement Trust	4,189,845	4,504,084	7.50	\$ 4,729,294	5.00
CSA 136 Sundance Detention Basin	86,586	89,003	2.79	\$ 89,003	0.00
CSA 122 Otay Mesa East	79,966	50,537	(36.80)	\$ 50,537	0.00
CSA 107 Elfin Forest Fire District	275,903	277,465	0.57	\$ 277,465	0.00
CSA 107 Elfin Forest Fire Mitigation Fee	6,312	7,653	21.25	\$ 7,653	0.00
CSA 109 Mt Laguna Fire / Medical	50,620	42,601	(15.84)	\$ 42,601	0.00
CSA 109 Mt Laguna Fire Mitigation Fee	457	-	(100.00)	\$ -	0.00
CSA 110 Mount Palomar Fire / Medical	118,446	179,372	51.44	\$ 179,372	0.00



Appendix B: Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
CSA 110 Mt Palomar Fire Mitigation Fee	5,243	7,763	48.06	\$ 7,763	0.00
CSA 111 Boulevard Fire District	56,629	58,588	3.46	\$ 58,588	0.00
CSA 111 Boulevard Fire Mitigation Fee	9,611	19,084	98.56	\$ 19,084	0.00
CSA 112 Campo Fire District	52,866	55,792	5.53	\$ 55,792	0.00
CSA 112 Campo Fire Mitigation Fee	21,766	29,091	33.65	\$ 29,091	0.00
CSA 113 San Pasqual Fire District	110,803	96,193	(13.19)	\$ 96,193	0.00
CSA 113 San Pasqual Fire Mitigation Fee	1,366	8,584	528.40	\$ 8,584	0.00
CSA 115 Pepper Drive Fire District	213,244	253,244	18.76	\$ 253,244	0.00
CSA 26 Cottonwood Village Zone A	181,420	175,345	(3.35)	\$ 175,345	0.00
CSA 26 Monte Vista Zone B	412,475	449,162	8.89	\$ 449,162	0.00
CSA 26 Rancho San Diego	232,500	230,500	(0.86)	\$ 230,500	0.00
CSA 81 Fallbrook Local Park	180,625	177,785	(1.57)	\$ 177,785	0.00
CSA 83 San Dieguito Local Park	542,493	445,745	(17.83)	\$ 451,295	1.25
CSA 83A Zone A45 Ranch Park 95155	244,000	266,000	9.02	\$ 266,000	0.00
CSA 128 San Miguel Park Dist	847,458	788,350	(6.97)	\$ 798,950	1.34
CSA 86 Watson Place	6,627	1,277	(80.73)	\$ 1,277	0.00
San Diego Co Flood Control Dist	5,319,084	5,825,817	9.53	\$ 3,705,817	(36.39)
Stormwater Maint ZN349781	-	8,628	100.00	\$ 8,628	0.00
Wintergardens Sewer Maintenance Dist	1,650,200	1,248,630	(24.33)	\$ 1,339,750	7.30
East Otay Mesa Sewer Maint Dist	105,000	105,000	0.00	\$ 105,000	0.00
Campo Hills Water Treatment System	-	362,280	100.00	\$ 371,990	2.68
Campo Water and Sewer Service Area	-	283,793	100.00	\$ 283,793	0.00



Appendix B: Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
San Diego Co Lighting Maint Dist 1	1,792,000	1,537,115	(14.22)	\$ 1,537,115	0.00
PRD 6 Pauma Valley	178,396	197,032	10.45	\$ 197,032	0.00
PRD 8 Magee Road - Pala	209,552	222,443	6.15	\$ 222,443	0.00
PRD 9 Santa Fe Zone B	76,749	89,529	16.65	\$ 89,529	0.00
PRD 10 Davis Drive	16,647	16,647	0.00	\$ 16,647	0.00
PRD 11 Bernardo Road Zone A	24,689	30,519	23.61	\$ 30,519	0.00
PRD 11 Bernardo Road Zone C	38,938	38,410	(1.36)	\$ 38,410	0.00
PRD 11 Bernardo Road Zone D	18,506	20,897	12.92	\$ 20,897	0.00
PRD 12 Lomair	158,976	165,665	4.21	\$ 165,665	0.00
PRD 13 Pala Mesa Zone A	209,977	236,907	12.83	\$ 236,907	0.00
PRD 13 Stewart Canyon Zone B	59,691	66,097	10.73	\$ 66,097	0.00
PRD 14 Rancho Diego	9,163	8,616	(5.97)	\$ 8,616	0.00
PRD 16 Wynola	86,942	101,670	16.94	\$ 101,670	0.00
PRD 18 Harrison Park	224,017	218,465	(2.48)	\$ 218,465	0.00
PRD 20 Daily Road	366,782	335,011	(8.66)	\$ 335,011	0.00
PRD 21 Pauma Heights	506,458	143,416	(71.68)	\$ 143,416	0.00
PRD 22 West Dougherty St	18,927	18,181	(3.94)	\$ 18,181	0.00
PRD 23 Rock Terrace Road	8,081	7,476	(7.49)	\$ 7,476	0.00
PRD 24 Mt Whitney Road	39,376	43,041	9.31	\$ 43,041	0.00
PRD 30 Royal Oaks / Carroll	35,463	35,486	0.06	\$ 35,486	0.00
PRD 38 Gay Rio Terrace	38,212	43,261	13.21	\$ 43,261	0.00
PRD 39 Sunbeam Lane	9,646	9,366	(2.90)	\$ 9,366	0.00
PRD 45 Rincon Springs Rd	116,478	138,256	18.70	\$ 138,256	0.00
PRD 46 Rocosco Road	30,785	26,934	(12.51)	\$ 26,934	0.00
PRD 49 Sunset Knolls Road	29,572	25,911	(12.38)	\$ 25,911	0.00
PRD 50 Knoll Park Lane	82,494	85,657	3.83	\$ 85,657	0.00
PRD 53 Knoll Park Lane Extension	157,632	170,676	8.27	\$ 170,676	0.00
PRD 54 Mount Helix	48,491	54,770	12.95	\$ 54,770	0.00
PRD 55 Rainbow Crest Rd	261,212	306,845	17.47	\$ 306,845	0.00
PRD 60 River Drive	43,458	45,466	4.62	\$ 45,466	0.00



Appendix B: Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
PRD 61 Green Meadow Way	156,298	166,328	6.42	\$ 166,328	0.00
PRD 63 Hillview Road	348,347	397,284	14.05	\$ 397,284	0.00
PRD 64 Lila Lane	6,452	9,508	47.37	\$ 9,508	0.00
PRD 70 El Camino Corto	38,881	35,572	(8.51)	\$ 35,572	0.00
PRD 75 Gay Rio Dr Zone A	149,716	151,432	1.15	\$ 151,432	0.00
PRD 75 Gay Rio Dr Zone B	198,558	228,453	15.06	\$ 228,453	0.00
PRD 76 Kingsford Court	20,124	20,918	3.95	\$ 20,918	0.00
PRD 77 Montiel Truck Trail	115,223	121,684	5.61	\$ 121,684	0.00
PRD 78 Gardena Way	103,634	105,349	1.65	\$ 105,349	0.00
PRD 80 Harris Truck Trail	146,229	143,405	(1.93)	\$ 143,405	0.00
PRD 88 East Fifth St	44,420	46,212	4.03	\$ 46,212	0.00
PRD 90 South Cordoba	46,207	47,204	2.16	\$ 47,204	0.00
PRD 94 Roble Grande Road	326,914	343,689	5.13	\$ 343,689	0.00
PRD 95 Valle Del Sol	152,799	177,239	15.99	\$ 177,239	0.00
PRD 99 Via Allondra / Via Del Corvo	46,212	44,600	(3.49)	\$ 44,600	0.00
PRD 100 Viejas Lane View	20,751	20,356	(1.90)	\$ 20,356	0.00
PRD 101 Johnson Lake Rd	98,858	103,248	4.44	\$ 103,248	0.00
PRD 101 Hi-Ridge Rd Zone A	30,333	29,635	(2.30)	\$ 29,635	0.00
PRD 102 Mountain Meadow	66,445	160,611	141.72	\$ 160,611	0.00
PRD 103 Alto Drive	122,394	132,400	8.18	\$ 132,400	0.00
PRD 104 Artesian Rd	77,240	92,272	19.46	\$ 92,272	0.00
PRD 105 Alta Loma Dr	35,799	45,660	27.55	\$ 45,660	0.00
PRD 105 Alta Loma Dr Zone A	42,558	44,750	5.15	\$ 44,750	0.00
PRD 106 Garrison Way Et Al	46,257	52,449	13.39	\$ 52,449	0.00
PRD 117 Legend Rock	303,267	63,955	(78.91)	\$ 63,955	0.00
PRD 123 Mizpah Lane	15,250	16,847	10.47	\$ 16,847	0.00
PRD 125 Wrightwood Road	36,820	39,244	6.58	\$ 39,244	0.00
PRD 126 Sandhurst Way	24,536	25,630	4.46	\$ 25,630	0.00
PRD 127 Singing Trails Drive	26,560	24,859	(6.40)	\$ 24,859	0.00
PRD 129 Birch Street	4,768	-	(100.00)	\$ -	0.00
PRD 130 Wilkes Road	73,702	98,521	33.67	\$ 98,521	0.00
PRD 133 Ranch Creek Road	36,915	42,790	15.91	\$ 42,790	0.00



Appendix B: Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
PRD 134 Kenora Lane	40,785	40,502	(0.69)	\$ 40,502	0.00
PRD 1001 Capra Way	6,420	-	(100.00)	\$ -	0.00
PRD 1002 Sunny Acres	9,216	6,945	(24.64)	\$ 6,945	0.00
PRD 1003 Alamo Way	17,260	15,070	(12.69)	\$ 15,070	0.00
PRD 1004 Butterfly Lane	13,797	10,692	(22.50)	\$ 10,692	0.00
PRD 1005 Eden Valley Lane	29,872	22,253	(25.51)	\$ 22,253	0.00
PRD 1007 Tumble Creek	91,934	26,449	(71.23)	\$ 26,449	0.00
PRD 1008 Canter Drive	41,908	38,968	(7.02)	\$ 38,968	0.00
PRD 1009 Golf Drive	11,650	7,598	(34.78)	\$ 7,598	0.00
PRD 1010 Alpine High	424,329	421,469	(0.67)	\$ 421,469	0.00
PRD 1011 La Cuesta	51,192	57,303	11.94	\$ 57,303	0.00
PRD 1012 Millar Road	131,598	123,152	(6.42)	\$ 123,152	0.00
PRD 1013 Singing Trails	24,356	43,867	80.11	\$ 43,867	0.00
Alpine Sanitation - Maint and Oper	1,635,109	1,256,860	(23.13)	\$ 1,202,300	(4.34)
Julian Sanitation - Maint and Oper	226,632	234,132	3.31	\$ 237,267	1.34
Lakeside Sanitation - Maint and Oper	7,816,340	7,095,750	(9.22)	\$ 6,438,970	(9.26)
Pine Valley Sanitation - Maint & Oper	94,550	100,550	6.35	\$ 100,550	0.00
Spring Valley Sanitation - Maint and Oper	16,805,720	12,028,260	(28.43)	\$ 17,714,000	47.27
Total	\$ 324,778,188	\$ 301,852,808	(7.06)	\$ 313,048,327	3.71



Appendix B: Appropriations by Fund

Community Services Group

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Community Services Group General Fund	\$ 37,623,777	\$ 43,123,750	14.62	\$ 41,252,643	(4.34)
County Library	28,802,140	30,768,468	6.83	31,562,692	2.58
HCD - Special Revenue Fund	29,350,836	25,720,350	(12.37)	25,720,350	0.00
Facilities Management Internal Svc Fund	66,112,974	68,878,492	4.18	69,987,746	1.61
Major Maintenance Internal Svc Fund	15,000,000	15,000,000	0.00	15,000,000	0.00
Fleet Services Internal Service Fund	8,349,391	8,599,066	2.99	8,739,213	1.63
Fleet ISF - Equipment Acq. - General	17,830,401	18,044,942	1.20	18,049,580	0.03
Fleet ISF Materials / Supply Inventory	8,979,922	9,543,107	6.27	9,554,081	0.11
Fleet ISF - Accident Repair	92,000	155,680	69.22	155,680	0.00
Fleet ISF - Accidents - Sheriff	166,000	243,161	46.48	243,161	0.00
Purchasing ISF-Document Services	9,177,430	9,188,449	0.12	9,357,072	1.84
Co Redev Agcy - Gillespie Fld- Special DS	3,003,513	2,387,767	(20.50)	2,416,178	1.19
Co Redev Agcy - Gillespie Fld- Tax Alloc DS	424,350	426,118	0.42	427,165	0.25
Co Redev Agcy - Gillespie Fld - Reserve DS	20,000	15,000	(25.00)	15,000	0.00
Co Redev Agcy - Gillespie Fld - Principal DS	140,000	150,000	7.14	160,000	6.67
Co Redev Agcy - Gillespie Fld - Interest DS	284,350	276,118	(2.90)	267,165	(3.24)
Co Redev Agcy - Gillespie Fld- Capital	2,579,163	2,168,584	(15.92)	2,012,150	(7.21)
Co Redev Agcy - Upper SD River - Capital	2,354,859	1,728,147	(26.61)	612,688	(64.55)
Co Redev Agcy - Gillespie Housing Capital	500,000	492,153	(1.57)	497,836	1.15
Co Redev Agcy - Upper SD River Housg Cap	414,289	123,799	(70.12)	123,340	(0.37)
Total	\$ 231,205,395	\$ 237,033,151	2.52	\$ 236,153,740	(0.37)



Appendix B: Appropriations by Fund

Finance and General Government Group

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Finance and General Government Group General Fund	\$ 162,345,185	\$ 172,501,558	6.26	\$ 166,837,636	(3.28)
CATV Cable TV - Media / Public Relations	2,369,952	2,602,205	9.80	2,586,093	(0.62)
Information Technology Internal Svc Fund	111,765,537	113,947,954	1.95	102,732,218	(9.84)
Total	\$ 276,480,674	\$ 289,051,717	4.55	\$ 272,155,947	(5.85)

Capital

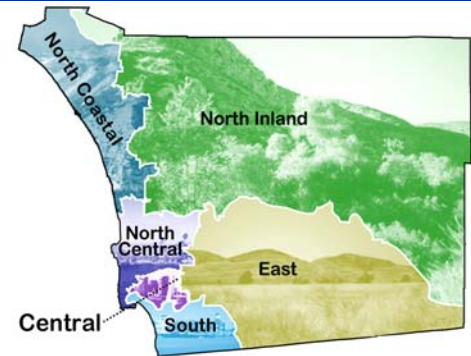
	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Capital Outlay Fund	\$ 829,300	\$ 3,707,000	347.00	\$ 2,800,000	(24.47)
Justice Facility Const COF	2,000,000	-	(100.00)	-	0.00
Edgemoor Development Fund	5,360,000	2,860,000	(46.64)	2,860,000	0.00
Total	\$ 8,189,300	\$ 6,567,000	(19.81)	\$ 5,660,000	(13.81)

Finance Other

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Finance Other General Fund	\$ 165,481,392	\$ 142,886,807	(13.65)	\$ 171,820,306	20.25
Pension Obligation Bonds	126,553,344	110,514,605	(12.67)	116,460,563	5.38
Employee Benefits Internal Svc Fund	35,401,399	35,650,654	0.70	36,755,049	3.10
Public Liability Insurance Internal Svc Fd	10,500,000	11,000,000	4.76	11,000,000	0.00
CSA 4 Majestic Pines Debt Service	29,750	31,375	5.46	27,750	(11.55)
Total	\$ 337,965,885	\$ 300,083,441	(11.21)	\$ 336,063,668	11.99



Appendix C: Health & Human Services - Regional Operations



Health & Human Services - Regional Operations

In the interest of transparency, this appendix provides a different view of the same information found in the Regional Operations section of the Health and Human Services Agency Operational Plan. Arriving at the same totals, these charts summarize the staffing and budget for the six Regional Operations divisions based on the type of program or administrative service rather than by location of services.

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Regional Administration	\$ 47.00	\$ 49.00	4.26	\$ 49.00	0.00
Public Health Services	176.50	180.00	1.98	180.00	0.00
Family Resource Centers/ Assistance Payments	1,442.50	1,453.00	0.73	1,453.00	0.00
Child Welfare Services	609.00	610.00	0.16	610.00	0.00
Welfare to Work/Employment Administration	116.00	109.00	(6.03)	109.00	0.00
California Children Services (North Central Region)	148.75	151.75	2.02	151.75	0.00
Child Care (East Region)	107.00	103.00	(3.74)	103.00	0.00
Community Action Partnership (Central)	14.00	14.00	0.00	14.00	0.00
Office of Violence Prevention (South)	3.00	4.00	33.33	4.00	0.00
Total	\$ 2,663.75	\$ 2,673.75	0.38	\$ 2,673.75	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
Regional Administration	\$ 6,056,625	\$ 6,011,380	(0.75)	\$ 6,033,227	0.36
Public Health Services	16,510,010	17,451,046	5.70	17,577,174	0.72
Family Resource Centers/ Assistance Payments	286,727,811	294,599,681	2.75	294,943,435	0.12
Child Welfare Services	52,090,636	53,359,959	2.44	55,979,030	4.91
Welfare to Work/Employment Administration	25,088,107	24,317,805	(3.07)	24,351,365	0.14



Appendix C: Health & Human Services - Regional Operations

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Proposed Budget	% Change	Fiscal Year 2006-2007 Proposed Budget	% Change
California Children Services (South Region)	15,364,765	16,585,750	7.95	16,838,716	1.53
Child Care (East Region)	53,495,524	44,446,509	(16.92)	44,446,509	0.00
Community Action Partnership (Central)	9,477,879	8,308,058	(12.34)	7,983,058	(3.91)
Office of Violence Prevention (South)	2,413,107	2,005,700	(16.88)	2,005,700	0.00
Total	\$ 467,224,464	\$ 467,085,888	(0.03)	\$ 470,158,214	0.66

Appendix D: Glossary of Budget Terms



ABC: Activity-Based Costing.

ACAO: Assistant Chief Administrative Officer of the County.

Account: A separate financial reporting unit for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts.

Accrual Basis Of Accounting: The basis of accounting under which transactions are recognized

Activity: A departmental effort that contributes to the accomplishment of specific, identified program objectives.

Activity-Based Costing (ABC): Costs based on activities rather than accounts.

ADA: Americans with Disabilities Act.

Adopted Budget: An annual spending plan that is adopted by the Board of Supervisors, pursuant to Government Code, that balances revenues and expenditures.

AFDC: Aid to Families with Dependent Children. A federal public assistance program that was replaced by Temporary Assistance to Needy Families (TANF).

Agency/Groups: The basic organizational structure of the County. General Managers of Agency/Groups report directly to the Chief Administrative Officer.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

APCD: Air Pollution Control District. A department within the Land Use and Environment Group.

APIP: Agricultural Parcel Inspection Program.

Appropriation: Legal authorization to make expenditures or enter into new obligations for specific purposes.

Assessed Property Value: The value of property for the purpose of levying property taxes.

Assessed Valuation: A valuation set on real estate as a basis for levying taxes. Real estate in San Diego County is assessed at 100% of full market value.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles (GAAP).

Balanced Scorecard (BSC): Performance Management system based on linked financial and non-financial measurements in four areas: employees, processes, financial, and customer measures.

Balanced Operational Plan: An Operational Plan budget in which current revenues equal current expenditures. A balanced annual budget is required by the State of California per Government Code Section 29000 et. al.

BIT: Bi-annual Inspection of Terminals. A state inspection program for commercial truck/vehicle maintenance facilities.

Board of Supervisors (BOS): The five-member, elected governing body of the County.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the security. Bonds are one mechanism used to obtain long-term financing.

Bond Covenant: A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain conditions in the repayment of the debt.

BOS: Board of Supervisors.

BPR: Business Process Reengineering.

BSC: Balanced Scorecard.



Appendix D: Glossary of Budget Terms

Business Process Reengineering (BPR): An approach for transforming the County into a customer-oriented, quality-focused, technology-enabled, and efficient service provider. The purpose is to implement new and more effective processes rather than re-implementing the same processes using new tools. One goal is to generate budgetary savings to permit reinvestment in higher priority needs and services.

BuyNet: An on-line internet system that documents solicitation requirements for the procurement of goods and services for the County.

CAC: County Administration Center. The County facility located at 1600 Pacific Highway, San Diego.

CAFR: Comprehensive Annual Financial Report.

CalWORKs: California Work Opportunities and Responsibilities to Kids Program. A federal public assistance program which aids individuals in finding permanent employment and getting off of public assistance.

CAO: Chief Administrative Officer of the County.

Capital Assets: Land, improvements to land, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital Budget: A spending plan for improvements to or acquisition of land, facilities, and infrastructure. The capital budget balances revenues and expenditures, specifies the sources of revenues, and lists each project or acquisition.

Capital Improvements Plan (CIP): A five-year list of planned capital projects, developed by the Department of General Services.

Capital Outlay Fund (COF): This fund is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. The fund may also be used to make annual payments on bond indebtedness for the construction of public facilities and to acquire public facilities through lease purchases. Revenues are obtained from the sale of fixed assets, from lease or rental of county-owned facilities, and from other funds such as grants and contributions when allocated by the Board of Supervisors to the fund.

Capital Projects Funds: Governmental funds established to account for financial resources used for the acquisition or construction of major capital facilities (other than those accounted for in proprietary funds).

Cash Basis Of Accounting: A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Cash Flow: The analysis and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow, and net balance of cash on a monthly, quarterly, and annual basis.

CBPR/PMR: Contract Business Plan Review/Project Management Review. Review of contracts/programs prior to initiation and after implementation.

CDBG: Community Development Block Grant. A federal grant administered by the County for improvements in a community that has been designated a blight area.

CFO: Chief Financial Officer of the County.

CHDP: Child Health Disability Prevention. A federal program that performs preventive health screenings for children in low income families.

CIP: Capital Improvements Plan.

CLERB: Citizens' Law Enforcement Review Board. A department within the Public Safety Group.



COF: Capital Outlay Fund.

COLA: Cost Of Living Adjustment.

Comprehensive Annual Financial Report (CAFR):

Represents the annual audited financial statements of the County, including governmental and proprietary type activities. The CAFR has three major sections: introductory, financial, and statistical. The introductory section furnishes the general information on the government structure, services, and environment. The financial section contains all basic financial statements and footnotes, and the statistical section provides trend data and nonfinancial data useful in interpreting the basic financial statements.

Contingency Reserve: Appropriations set aside to meet unforeseen circumstances.

Continuous Processes Improvement (CPI): The application of tools designed to achieve incremental, continuous improvement in process cycle-times and added-value contributions, with emphasis on the elimination of waste and bureaucratic elements—the overriding objective being to streamline processes in the pursuance of continuous customer satisfaction.

Contract Business Plan Review/Project Management Review: see CBPR/PMR

Contributed Capital: The permanent fund capital of a proprietary fund. Contributed capital is created when a residual equity transfer is received by a proprietary fund, when a general fixed asset is “transferred” to a proprietary fund or when a grant is received that is externally restricted to capital acquisition.

CSAC: California State Association of Counties.

CSC: Civil Service Commission. A department in the Finance and General Government Group.

CTN: County Television Network—the County’s television station which broadcasts Board meetings and programs of community interest.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities.

Current Liabilities: Liabilities that are expected to be liquidated with current financial resources.

CWS: Child Welfare Services. California’s program for providing Child Protective Services.

DA: District Attorney. An elected official in the Public Safety Group.

DCAO: Deputy Chief Administrative Officer; generally the head of a County Agency or Group.

DDSL: Discretionary Programs/Discretionary Service Level.

Debt Service: Annual principal and interest payments that local government owes on borrowed money.

Debt Service Funds: Fund established to account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt.

Debt Service Fund Requirements: The resources which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full and on schedule.

Debt Service Requirements. The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

DIBBS: Do It Better By Suggestion. The County’s incentive plan to encourage employees to suggest ways to increase productivity and efficiency.



Appendix D: Glossary of Budget Terms

Direct Expenses: Those expenses which can be charged directly as a part of the cost of a product or service, or of a department or operating unit, as distinguished from overhead and other indirect costs which must be prorated among several products or services, departments or operating units.

Discretionary Programs/Discretionary Service Level (DDSL): Programs which the County voluntarily operates, without mandated service level requirements, although many of these programs support mandated programs.

Discretionary Programs/Mandated Service Level (DMSL): Programs which the County voluntarily operates; however, service levels are specified by law, usually as a condition of funding.

DMSL: Discretionary Programs/Mandated Service Level.

DPW: Department of Public Works. A department in the Land Use and Environment Group.

Early and Periodic Screening, Diagnosis and Treatment Program (EPSDT): A comprehensive package of benefits available to Medicaid eligible children up to age 21.

EFNEP: Expanded Food and Nutrition Education Program.

Encumbrance: Commitments related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general

public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Enterprise Resource Planning (ERP)/Enterprise Systems (ES): New applications to replace, enhance, and integrate existing Financial and Human Resources systems.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

EPA: Environmental Protection Agency.

EPSDT: Early and Periodic Screening, Diagnosis and Treatment Program.

Equipment Replacement Reserves: Reserves designated for the purchase of new vehicles or operating equipment as existing equipment becomes obsolete or unusable.

ERP: Enterprise Resource Planning.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: Decreases in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Fiduciary Funds: The trust and agency funds used to account for assets held by a government unit in a trustee or agent capacity for others and which therefore cannot be used to support the government's own programs. A trustee acquires legal title to the assets entrusted, but in the agency relationship, title rests with the principal.



Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fixed Assets: Physical property of a permanent nature and movable personal property, of significant value and of a relatively permanent nature (useful life of one year or longer).

FTE: Full-Time Equivalent.

Full-Time Equivalent (FTE)/Staff Year: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2088 staff hours (occasionally 2080 or 2096 staff hours). Two workers, each working half that number of hours, together equal one full-time equivalent or one staff year. County Salary and Benefit costs are based on the number of staff-years required to provide a service.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental and similar trust funds. Portions of the fund balance may be reserved for various purposes, e.g. encumbrances.

FY: Fiscal Year (July 1 – June 30).

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards and guideline for financial accounting and reporting. They govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of

general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

GASB: Governmental Accounting Standards Board. The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

General Fund: The fund used to account for all financial resources, except those required to be accounted for in another fund. The general fund is the County's primary operating fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring, and rewarding all functions and processes that affect the delivery of services to our customers. It links planning, execution, value management, goal attainment, and compensation.

General Manager: A Deputy Chief Administrative Officer responsible for oversight of an Agency or Group.

General Obligation Bonds: Bonds backed by the full faith and credit of government.

General Purpose Revenues: Locally generated revenues derived from property taxes, sales taxes, vehicle license fees, court fines, and fund balance. General Purpose Revenues may be used for any purpose which is a legal expenditure of County funds. They generally reflect the degree of flexibility the County has to finance programs and projects. Since they are locally generated, General Purpose Revenues are also affected by local economic conditions. Their usage is controlled by the Board of Supervisors.

General Revenue Allocation: The operational distribution of General Purpose Revenues to County departments and programs through the Agency/Groups and subject to Board approval.



Appendix D: Glossary of Budget Terms

Generally Accepted Accounting Principles (GAAP):

Uniform minimum standards and guideline for financial accounting and reporting. They govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

GFOA: Government Finance Officers Association. A nonprofit professional association serving government finance professionals throughout North America.

GIS: Geographic Information System.

GM: General Manager.

GMS: General Management System.

Governmental Accounting Standards Board (GASB): The body that sets accounting standards specifically for state and local governments.

Government Finance Officers Association: GFOA.

Grant: Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity or facility.

Group: An organizational unit of the County, headed by a General Manager, incorporating several Departments.

HCD: Housing and Community Development. A department in the Community Services Group.

HHSA: Health and Human Services Agency.

Housing and Urban Development, Department of (HUD): A federal department that administers grants addressing the needs of housing for low income families.

HRMS: Human Resource Management System.

HUD: Housing and Urban Development, Department of

ICR: Intelligent Character Recognition Technology.

IAR: Information, Assessment and Referral.

Information, Assessment and Referral (IAR): A technology-enabled intake and referral process designed to improve client access to services and operationalizing the “no wrong door” customer service goals of the Health and Human Services Agency.

Indirect Expenses: Those elements of cost necessary in the production of an article or the performance of a service but not an integral part of the finished product or service, such as rent, heat, light, supplies, management, supervision, etc.

Internal Service Fund (ISF): A fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

ISF: Internal Service Fund.

IT: Information Technology.

JPA: Joint Powers Authority.

Kids Health Assurance Network (KHAN): A Health and Human Services Agency administered, community collaborative established to insure that every child in San Diego has a medical home, primary care provider and health care coverage.



Line-Item Budget: A budget format prescribed by the State Controller. The County's line-item budget shows activities grouped by organizational units, such as departments. The term line-item refers to account and sub-account detail typically provided for revenue by source (e.g., property taxes), and objects of expenditure (e.g., Salary & Benefit, Services & Supplies, fixed assets, etc.).

LPS: Lanterman-Petris-Short Conservatorship.

LUEG: Land Use and Environment Group.

Managed Competition: County departments compete with private sector to deliver services. Re-direct overhead expense to front-line services.

Mandate: A requirement from the State or federal governments that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard, often without compensation from the higher level of government.

Mandated Programs/Discretionary Service Level (MDSL): Programs that are required by law, but the level of service is optional. An example is the General Relief program. The County is mandated to provide a General Relief program, but the Board sets the aid payment rate and has total freedom of choice in deciding how the program is administered. Some programs have discretionary service levels because the minimum service level requirement is not expressly stated in the mandate.

Mandated Programs/Mandated Service Level (MMSL): Programs over which the Board has no discretion. CalWORKs is an example. The County is required to operate this program; the service is targeted to a population meeting eligibility standards set by the State; time deadlines are imposed; and the aid payment schedule and County participation rate is set by the State.

Management Reserves: Appropriations set aside at the Group or department level for unanticipated needs or planned future one-time expenses.

MDSL: Mandated Programs/Discretionary Service Level.

Mission: The business, general assignment of the organization. What we are striving to do over a continuous period of time.

MMSL: Mandated Programs/Mandated Service Level.

MSCP: Multiple Species Conservation Program.

NACo: National Association of Counties.

Objects (Line Items): A sub-classification of expenditures based on type of goods or services including: Salary & Benefits, Services & Supplies, Other Charges, and Fixed Assets. Each object contains sub-object classifications as well.

OCR: Optical Character Recognition.

Operating Statement: A financial statement disclosing the financial results of operations of an entity during an accounting period in conformity with generally accepted accounting principles (GAAP).

Operating Transfers: All interfund transfers other than residual equity transfers.

Operational Incentive Plan (OIP): Executive goal-setting plan aligned with the CAO's and BOS's annual goals.

Operational Plan Amendment: A revision of the Adopted Operational Plan. A recommendation to increase appropriations requires a four-fifths vote by the Board of Supervisors. Budget amendments occur throughout the fiscal year as spending priorities shift.

Operational Plan Calendar: A timetable of tasks to be completed during the financial planning cycle.

Operational Plan Document: The County's two-year financial plan. It is prepared to facilitate the Board of Supervisors decision making process, and to report the decisions made.



Appendix D: Glossary of Budget Terms

Organizational Development (OD): Use of behavioral science to improve organization effectiveness including quality of work life and increased productivity.

Parkland Dedication Ordinance (PLDO): A mechanism for funding local parks.

Performance Management (PM): System that utilizes key performance indicators in the BSC format.

Performance Measures: Indicators of the amount of work accomplished, the efficiency with which tasks were completed, and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

PLDO: Parkland Dedication Ordinance.

PM: Performance Management.

PMR: Project Management Review.

Position: An approved job for a person or persons working full-time or part-time, usually listed in terms of a specific classification.

Program: Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Revenues: Revenues generated by programs and/or dedicated to offset a program's costs.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Hearings: Open Board of Supervisors meetings that provide citizens an opportunity to voice their views on the merits of the County's proposals and services.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

Regional Justice Information System (REJIS): A San Diego Regional shared computer database.

REJIS: Regional Justice Information System.

Request for Bid (RFB): A formal procurement document used to invite vendors to submit pricing in response to a clearly defined set of requirements.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services.

Reserves For Unforeseen Contingencies: Funding for nonrecurring, unanticipated expenditures; the fund protects the local government from having to issue short-term debt to cover such needs.

Residual Equity Transfers: Nonrecurring or nonroutine transfers of equity between funds.

Retained Earnings: An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

RFB: Request for Bid.

RFP: Request for Proposal.

RoV: Registrar of Voters. A department in the Community Services Group.

RPTT: Real Property Transfer Tax.

SanDAG: San Diego Association of Governments.

San Diego Association of Governments (SanDAG): A regional association of elected representatives from the County, cities, and special districts who develop policies relating to growth and development in the County.

SanGIS: San Diego Geographic Information System. A JPA program in the Land Use & Environment Group.

SBI: Screening and Brief Intervention.

SDCERA: San Diego County Employees Retirement Association.



Service Level Agreements (SLA): An agreement between one of the Department of General Services Internal Service Funds and a customer department that specifies the types and level of services to be provided by General Services staff and/or contractors.

SLA: Service Level Agreements.

SPAN-FM: An automated infrastructure management system for Property (Land and Buildings), Leasing, Space Occupancy, and Facility Maintenance and Operations.

SPEC: Strategic Planning Executive Committee.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes

SPST: Strategic Planning Support Team.

Staff Year: One Full-time equivalent (FTE).

Strategic: Dealing with creation of overall plans and sets of tactics to determine how best to achieve the general goal of an entity.

Strategic Enablers: Key tools and concepts that are critical to achieve Strategic Initiatives.

Strategic Initiatives: Major Projects that move the County and partners toward achievement of part of a particular goal.

Strategic Intent: High level objectives, purposes, aims that direct actions and guide Strategic Initiatives.

Strategic Planning Executive Committee (SPEC): Executive group consisting of County GMs and other County staff responsible for validating the County's Vision, Mission, and Intent; identifying the initiatives; and championing business operations' Strategic direction. SPEC includes CAO, ACAO, DCAOs & other GMs.

Strategic Planning Support Team (SPST): Manages the planning process; facilitates and enables program review, development, implementation and measurement; supports operational program managements. SPST includes administrative and program staff from the five agency/groups.

Tactics: The techniques, maneuvers, and procedures used to attain strategic goals, objectives, intents, etc.

TANF: Temporary Assistance to Needy Families.

Tax and Revenue Anticipation Notes (TRANs): Short-term, interest-bearing note issued by the County in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

Teeter Borrowing Program: Short-term obligation notes, secured by future collections of delinquent property taxes, used to provide taxing agencies the amount of their property taxes without regard to such delinquencies.

Temporary Assistance to Needy Families (TANF): The principal Federal Welfare program; formerly Aid to Families with Dependent Children (AFDC).

TOT: Transient Occupancy Tax.

Total Appropriations and Total Revenues: The consolidation of all revenues and expenditures for all funds. The purpose is to report accurately the full amount of governmental revenues and expenditures for the Operational Plan period.

TRANs: Tax and Revenue Anticipation Notes.

Transient Occupancy Tax (TOT): A tax of 9% of the rental receipts charged for temporary lodging in a hotel or other similar facility.

Trust Fund: Fund used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

USDA: United States Department of Agriculture.



Appendix D: Glossary of Budget Terms

USDRIP: Upper San Diego River Improvement Project.

Vehicle License Fee (VLF): Annual registration fee imposed on vehicles at a rate equal to two percent of the vehicle's market value and distributed to cities and counties.

Vision: The image of what we might be and want to be at some point in the future. A picture of future desired outcomes.

VLF: Vehicle License Fees.